

MAR 20 1947

Sales MANAGEMENT

WHAT'S COOKING AT COLLEGE INN: CHICKEN & CHILI & FATTER QUOTAS

The company that grew out of a glass of tomato juice launches two new products in test cities. The recipe: packaging, advertising, and consumer check-ups. See page 37.

Who's Who of Los Angeles Buying Offices

Nearly 100 buying offices center in the City of the Angels. They're the West Coast's challenge to Seventh Avenue. See page 46.

OTHER FEATURES IN THIS ISSUE: What's a good sales manager worth? (see Pictograph page 65) . . . How to sell the chains without antagonizing independents (see page 79) . . . Why Norton Company tells its warehouse story by direct mail (see page 102).



25 CENTS

MARCH 15, 1947



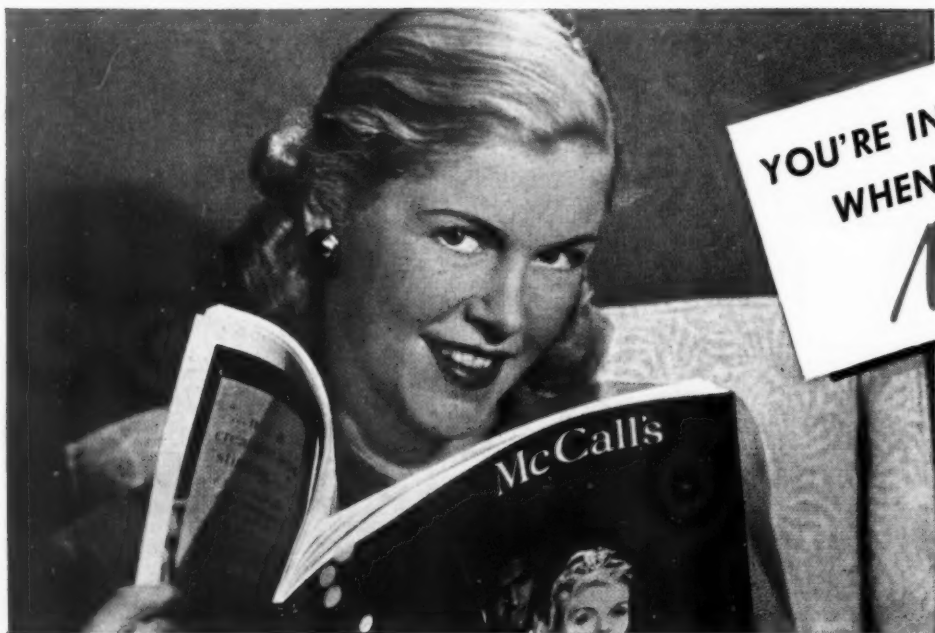
WHEN A WOMAN SHOPS

When a woman "shops" with blueprints on the table her thoughts go far beyond wood and steel and stone and things that can be measured by the foot... these are but incidental to what she's really buying because, you see



SHE HAS A PICTURE IN HER MIND

She has a picture in her mind — etched deep by things she's fondly studied in her favorite woman's magazine — of everything a perfect, livable home should be, and from these plans she sees that picture becoming real.



YOU'RE IN THE PICTURE WHEN YOU'RE IN *McCall's*

With an awareness of women's wants and interests sharpened by years of in-the-home research McCall's editors skillfully implant these mental pictures that move advertising into action in more than 3,500,000 homes every month.

"shall lure it back to
cancel half a line!...."



BREVITY has become at once the soul of wit, the saving grace of newsprint, and an unrelenting spur to pungent reporting.

But that is not especially new with The Detroit Free Press. Since John S. Knight became publisher in 1940, his editorial credo of "brevity, truth and sincerity" has become part and parcel of the soul of this newspaper's news room.

He demonstrated that "encyclopedism" in news stories is unnecessary; that verbal deviousness in stating facts is outmoded. Verboseness is "verboten". All of this has made for better writing, more interesting news stories, and a greater coverage of more news items.

That Detroit people approve this sort of editing, is best evidenced in the fact that The Detroit Free Press has the largest circulation of any weekday newspaper in Michigan.

The Detroit Free Press

JOHN S. KNIGHT, PUBLISHER

Sales MANAGEMENT

THE MAGAZINE OF MODERN MARKETING

CONTENTS, MARCH 15, 1947

CONFERENCES & CONVENTIONS

- American Wool Council members see an all-graphic presentation of the annual report on production and promotion 107

DIRECT MAIL

- Norton Co. campaign sells the efficiency of its warehousing setup 102

GENERAL

- Developments worth watching in the helicopter industry 141
How the Incorporated Sales Managers' Association of London certifies salesmen 112
Part II of SALES MANAGEMENT's new reading list for sales executives and salesmen 150

LEGAL

- How can we avoid misunderstandings and litigation when an individual offers an idea to a company? 118

MARKETS

- James C. Cumming discusses the policy angles in selling through chains without risking alienation of independent dealers 79
Los Angeles now rates as a major buying center . . . SALES MANAGEMENT provides a list of the city's biggest buying offices 46

RESEARCH

- Number IV in Wroe Alderson's series on new applications for market research: management research on market position 87

SALES AIDS

- Thumbnail reviews of six new industrial films 45

SALES CAMPAIGNS

- How Bill Halligan of Hallicrafters is building a lucrative business among radio "hams" 59
Line expansion involving the addition of chicken and chili products brings a 400% increase in sales at College Inn 37
Promotion ideas that gave Vornadofan a whirlwind start 125

SALES PROMOTION

- Dorothy Gray's "Trans-World" promotion is built on tie-up with internationally known dress designers 42

SALES TRAINING

- Belden Manufacturing Co. puts sales candidates through a two-year "internship" in factory and field 95
Esso opens a training center to qualify employes for promotion 132

DEPARTMENTS AND SERVICES

- | | | | |
|-------------------------------------|-----|---------------------------------|-----|
| Advertisers' Index | 170 | Media and Agency News | 164 |
| Campaigns & Marketing | 90 | News Reel | 15 |
| Coming Your Way | 74 | Promotion | 136 |
| Comment | 172 | Scratch Pad | 20 |
| Designing to Sell | 56 | Shop Talk | 88 |
| Human Side | 8 | Significant Trends | 35 |
| Marketing Pictographs | 65 | They're In the News | 40 |
| Washington Bulletin Board | | 28 | |

ears of Boston fans

THROUGH Jim Britt's eyes, sports fans among WEEI's three million listeners "see" good teams beaten by great ones. They get their *good* "look"—six nights a week—on Jim Britt's "WEEI Sports Roundup."

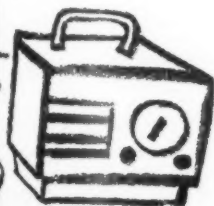
Proof that Britt knows sports is the way he snares the country's most coveted assignments: the 1946 World Series... five football "bowl" games... the 1946 Major All-Star baseball game (hailed as "a model of baseball broadcasts" by the New York Daily News)... and accounts of hockey, golf, track, and basketball matches for all four coast-to-coast networks!

But Britt is more than a first-class eye-witness reporter. He's also a past master at telling anecdotes, digging up news, and giving the post-game why, what, how and if.

No wonder 20% of the listening audience picks Jim Britt to be the "eyes" for its ears six nights a week between 6:15 and 6:30 p.m.* And this was during the late Fall and early Winter! Now baseball Spring training is coming up. Again the Boston Red Sox are favored to win the American League pennant, while the Boston Braves rate as a strong contender for the National League Championship. As Boston's pennant fever mounts, Jim Britt (play-by-play reporter of all home games for both Boston teams) will round up bigger and bigger audiences for his "WEEI Sports Roundup."

Boston's hopes and Britt's Hoopers make "WEEI's Sports Roundup" the buy of the season. So keep *your* eyes on Britt. Or better still, "get your program" ("WEEI's Sports Roundup") by getting in touch with us or Radio Sales.

*C. E. Hooper Report—November, December 1946



GAME TONIGHT

WEEI

Columbia's Friendly
Voice in Boston • 590 kc.

COLUMBIA OWNED

Represented by Radio Sales, the SPOT Broadcasting Division of CBS
with offices in New York, Chicago, Detroit, Los Angeles, San Francisco, Atlanta

The Human Side

A BULLY GOOD TIME WAS HAD . . .

Lambs will gambol and so will bulls and bears when the staid gentlemen of New York City's financial press throw off their trappings and tell, in dance and song, just what they think of the Street and its inhabitants. All year long these Fourth Estaters report soberly on investment markets, dividends, and financial dogfights for the readers of the metropolitan press. Never the chance for a warm human interest story or a lively murder. . . .

But in one night they even the score. They rehearse secretly for months, choose their victims carefully, and invite them to a dinner and divertisement all on the New York Financial Writers' Association. This year more than 1,000 leaders of finance, industry, and Government gathered on March 1 at the Astor to see and hear themselves lampooned in "The Financial Follies of 1947." And they weren't disappointed. Even the writers came in for some lusty ribbing in the first scene which opened in a financial editor's office with the editor attempting to round up his staff and finally discovering them all at the Astor bar. The reporters marched on stage singing, to the tune from "Snow White and the Seven Dwarfs:"

Hi ho, hi ho, to Wall Street we must go;
We've got a tip on some old drip.
Hi ho, hi ho.

In the following skits the spotlight narrowed to specific people. David A. Sarnoff, president of Radio Corporation of America came in for some pointed ragging because people continue to address him by his wartime title of brigadier general—a practice which, according to the script, doesn't annoy the general at all. Robert R. Young, the annexer of eastern assets, was on hand as the next victim and watched writer Walter Woodworth impugn his motives with this song:

Oh, I want what I want when I want it!
A castle in Newport or Spain.
All my railroads and stuff
Do not reach far enough
New York Central I want to obtain.

While some of the celebrities in the audience made personal stage appearances the writers were undergoing a backstage transformation. When they reappeared half had changed their sex to teach the others the facts of farm life under the auspices of the New York State Bankers Association which recently conducted an agricultural school near Ithaca, N. Y. The buxom ladies of the ensemble were thorough teachers and amply covered the curriculum so essential to a well-rounded banker. Procter & Gamble changed its name to Proctor Investment; Merrill Lynch, Pierce, Fenner & Bean presented "Business Lowlights," latest tips straight from the feedbag by "Walter Windmill," who finally came to a bloody end at the hand of Mrs. Nussbaum.

The finale opened in the Union League Club on January 21, 1949. Republican leaders gathered to unveil

the portrait of "the man most responsible for this great change—John L. Lewis." The Republicans exulted to the song:

The G. O. P. is in again,
The Democrats can't win again;
We can all afford to grin again,
G. O. P. is in again.

But their jubilation was checked with the radio announcement that an atomic rocket bomb had broken loose in New Mexico and was headed for the Union League Club. Seconds later the bomb burst and out of the debris crawled two monkeys, one a Democrat, the other a Republican. There was nothing for the Republican monkey to do but shoot to kill and preserve the new order.

IT'S UP TO YOUTH

Until recently the vast teen-age population of the U.S. was seriously underrated. The majority of its elders looked on the coming-generation as a small Army, going over Fool's Hill, and, like as not, stuck on the top. But behind the ubiquitous uniform of bobby-socks, the irritating, to many, tradition of "swooning" to its particular idols, was a force which has almost gone unnoticed. Some few advertisers—quick to spot a potential market—recognized a couple of salient facts behind the adolescent camouflage. The teener of today is a better informed product than was his Mother or Father . . . he (or she) was at an impressionable age during the greatest war the World has ever witnessed . . . he, unlike his brother, didn't have squatter's rights on the family car (remember gas rationing) and he is a better man for it; doing without taught him self-sufficiency, made him use his ingenuity to have fun at home. And recently *Seventeen* conducted a survey which brought out the long-suspected fact that teen-agers are a



BULL-SESSION . . . and kids all over the country eavesdrop on it.

SALES MANAGEMENT

MILL & FACTORY'S CENSUS OF MANUFACTURERS SHOWS:

96 ★ DAYTON PLANTS

Rate any prospect list



DAYTON, OHIO, INDUSTRIAL MARKET ...as of September, 1946

	Worthwhile Plants	No. Receiving M. & F.	No. Copies M. & F.
Rated over \$1,000,000	29	All	64
\$750,000 to 1,000,000	7	All	10
500,000 to 750,000	14	All	14
200,000 to 500,000	17	All	21
75,000 to 200,000	14	All	17
Others		15*	15
	81	96	141**

*Mainly the important unrated plants. **Tests show 5 or 6 plant executives read each copy of *Mill & Factory*.

These Reports Ready Now —

- RHODE ISLAND** (State)
- CONNECTICUT** (State); and separate area reports on Bridgeport (Fairfield Co.), Hartford (Hartford County)
- WORCESTER** (Worcester County, Mass.)
- BUFFALO** (Erie-Niagara Counties, N. Y.)
- SYRACUSE** (Onondaga County, N. Y.)
- ROCHESTER** (Monroe County, N. Y.)
- ERIE** (Erie County, Pa.)
- YORK** (York County, Pa.)
- LANCASTER** (Lancaster County, Pa.)
- ALLENTOWN-BETHLEHEM** (Lehigh, Northampton, Counties, Pa.)
- PITTSBURGH** (Allegheny County, Pa.)
- DELAWARE** (State)
- MARYLAND** (State); and separate area report on Baltimore (City and County)
- OHIO** (State) and separate area reports on Cincinnati (Butler—Hamilton Counties, Ohio and Campbell—Kenton Counties, Ky.); Cleveland (Cuyahoga County); Akron (Summit County); Canton (Stark County); Dayton (Montgomery County); Toledo (Lucas County)
- MICHIGAN** (State); and separate area report on Detroit (Wayne-Oakland Counties); Grand Rapids (Kent County)
- INDIANAPOLIS** (Marion County, Ind.)
- ST. LOUIS** (St. Louis County, Mo. and St. Clair-Madison Counties, Ill.)
- COLORADO** (State)

Write for any or all of these area studies. More to be available soon. Conover-Mast Corporation—205 E. 42nd St., New York 17; 333 No. Michigan Ave., Chicago 1; Leader Bldg., Cleveland 14; Forrest C. Pearson, 448 South Hill Street, Los Angeles 36.

HOW MUCH sales effort is the Dayton industrial area worth to you? You get a reliable answer in this latest report in *Mill & Factory's Census of Manufacturers*.

This up-to-the-minute study tells you that 96 out of 461 establishments represent the main sales target for most any seller... employ 90 percent of the workers... have 90 percent of the buying power. It gives you many helpful pointers about this market that ranks 28th in dollar value of manufactured goods.

WHY YOU CAN RELY ON THE M & F CENSUS in judging Markets and Circulation

Mill & Factory gathers its facts from the "inside" of industry. Only *Mill & Factory* is in a practical position to do this. It is the only general industrial magazine having a long-established cooperating relationship with informed men in every significant trading area.

REPRESENTATIVES WHO DO NOT NEED TO GUESS!

The 1535 salesmen of 135 important local industrial distributors cooperating in the mutually beneficial *Mill & Factory Plan* KNOW the answers. They know exactly which plants, and how many, are worthwhile... KNOW what men have buying authority and influence... KNOW within a few days when men move up, down, in, or out. And, these salesmen notify *Mill & Factory* of changes at once for a selfish reason. They make sure to designate only real buying factors to get *Mill & Factory*, because distributors pay for every copy!

What an assurance of all-working circulation this *Mill & Factory Plan and Census* gives an advertiser!



For Over Twenty-One Years

A Leader In

PUBLIC ATTITUDE REPORTING

CROSSLEY
INCORPORATED

4 Mercer St.
Princeton, N. J.

330 West 42nd St.
New York City

CONSUMER ATTITUDES
MARKET POTENTIALS
MEDIA RESEARCH
DISTRIBUTION STUDIES
SALES ANALYSIS
PRODUCT ANALYSIS
PUBLIC RELATIONS RESEARCH

THE CROSSLEY POLL IN ELECTION YEARS

Syndicated to 132 Newspapers in 1944

	<u>Estimated</u>	<u>Actual</u>
Total vote	48.4 millions	48.0 millions
Roosevelt vote	25.2 millions	25.6 millions

force of influence on the family purchases. All this points-up a market that must be cultivated, for its harvest will be the greatest in our history.

Seventeen, whose readers are almost wholly teeners, naturally champions its readers. But aside from a natural tendency to see on which side its bread is buttered, the magazine has been quietly, without benefit of fanfare or publicity, throwing a shoulder to the teen-age wheel via a national radio program, "It's Up to Youth;" designed to get the adolescent vehicle out of some of its small ruts, and to detour it around impassable roads.

Some six months ago the magazine began the program over a small covey of stations, feeling its way as it went. By October "It's Up to Youth" was being aired nationally, via Mutual, over 124 stations.

The guiding light behind the program is a woman who knows her Teeners—Margaret Harrison. Herself the mother of two children, Mrs. Harrison has long been associated with the young. She had been prominent in education, had what it took to put over such a program—a vast circle of acquaintances in educational fields, an ability to roll up her sleeves and work—with the Press, with educators, and most of all, with the kids around whom she built the program.

Each week "It's Up to Youth," is broadcast in a different city. One week it will be New York, next week Toledo, etc. The blueprint is always the same. A group of pre-selected high school students conducts a panel built around one of the pressing problems of adolescents. The topics run the gamut from such personality problems as what to do when the younger sister edges out older sister on dates, to the bigger one of Community Intolerance. Other programs have been built around themes like The Liar, Job vs. College, The Wallflower.

When Mrs. Harrison gets to the city slated for her next broadcast she contacts the local school boards. Then she holds open auditions, culling from the *average* students (She urges that school officials refrain from sending her the "brain-trusts," or the personality-kids.) a panel to appear on the broadcast. While she must consider such things as voice, poise, and the ability to express himself, Mrs. Harrison says she prefers to err on the *average* side rather than select a boy or girl whose too-assured manner might be suspect.

The Chosen-Few are put through a preliminary warm-up by discussing a question which has been previously aired. This gives them a certain amount of confidence.

A great help to nervous participants on the fateful night, is the calm assurance generated by the moderator, F. Chase Taylor—known to radio as "Col. Stoopnagle."

Seventeen has been amazed and gratified at the results of the program. They didn't expect, or intend that the program would poll a terrific Hooperating. It is, after all, a special sort of program, with no comedians, no big names, no 50-piece salon orchestra. But the real results, high recommendations by such organizations as The Yankee Network, Associated Merchandising Corporation, Department of Education of The Commonwealth of Massachusetts (which sent a special letter to Superintendents and principals of public schools, urging them to call attention to the program), and a battery of public and private schools, attest to the good the program is doing.

And *Seventeen*, anxious to know how its chick was thriving with parents, recently conducted a survey which brought up the encouraging fact that 49% of families made it a habit to listen in.

SALES MANAGEMENT

NEWS REEL



DAVID J. FINN, with Radio Corp. of America for 17 years, named general sales mgr. Victor Record Dept.



HARLAN G. PINGREY has been named advertising manager, South Wind Division, Stewart-Warner Corporation.



GENERAL MOTORS CORP.: T. E. Hughes (left) and B. H. Gommel (right) have been appointed general sales manager and commercial sales manager respectively of the Cleveland Diesel Engine Division of the corporation, Cleveland, Ohio.



LEONARD C. TRUESDELL appointed vice-president in charge of marketing, including general sales management, Hotpoint, Inc., Chicago.



H. P. STEWART is the newly appointed director of International Operations of both Eversharp, Inc., and of the Eversharp International, Inc.



JOHN O. TRAGARD is appointed eastern regional sales manager of The Fulton Sylphon Co., temperature controls and bellows producer.



OTIS L. WHITEHEAD, former president Sales Executives Club, San Antonio, Tex., is newly appointed to represent Smoke Balley & Associates.

NO. 5 OF A SERIES ON CSMA #8
The New-Car Market

MAGAZINE

COMPARISON BETWEEN MAGAZINE

COVERAGE OF TOTAL POPULATION
10 YEARS OLD AND OVER

1.

IN THE 12 STATES WITH THE HIGHEST
PER-100 NEW-CAR SALES

(Plus Dist. of Col.)



Collier's has 12.2% coverage LIFE has 23.8% coverage
Post has 13.8% coverage

	Collier's	LIFE	Post
Michigan	13.3%	21.9%	11.6%
Dist. of Columbia	13.6	30.4	16.6
California	14.2	29.3	17.3
Delaware	10.3	24.4	13.3
Nevada	19.2	28.9	21.9
Oregon	16.5	26.3	14.8
Connecticut	11.1	27.3	13.9
Ohio	12.6	22.3	11.5
Indiana	12.7	20.1	11.0
Wyoming	16.1	27.2	17.1
Illinois	9.4	19.7	12.7
Washington	14.8	27.2	19.0
New Jersey	8.1	23.2	14.1
COVERAGE	12.2%	23.8%	13.8%

COVERAGE OF TOTAL POPULATION
10 YEARS OLD AND OVER

	Collier's	LIFE	Post
Maryland	8.6%	20.6%	10.4%
Rhode Island	7.9	21.8	12.0
Florida	13.9	22.9	14.3
Montana	14.7	26.3	18.6
Pennsylvania	7.7	20.9	12.2
Wisconsin	10.4	19.5	10.5
Massachusetts	10.3	25.3	16.3
Minnesota	13.5	18.6	11.9
Kansas	16.6	22.3	12.5
Vermont	11.5	25.4	16.1
Texas	9.9	20.2	9.6
Missouri	8.6	16.8	10.5
COVERAGE	10.0%	20.9%	12.0%

2.

IN THE NEXT HIGHEST 12 STATES



Collier's has 10.0% coverage LIFE has 20.9% coverage
Post has 12.0% coverage

How well do the 3 mass weeklies cover the new-car market?

As competition again comes back to the automotive field, we believe this is an important question for both manufacturers and dealers in new cars and accessories. And LIFE's Continuing Study of Magazine Audiences No. 8 will tell you the answer at a glance.

The maps above show the country-wide, new-car sales pattern for 1941, the last full year of pre-war production. And with each map are

figures showing what percentage of the population of each state and group of states reads Collier's, LIFE, or The Saturday Evening Post.

In addition to the charts and figures shown here, CSMA #8 contains many other new and pertinent facts about the audiences of these magazines and their coverage of America's vast mass market.

The complete report, supervised by the Magazine Audience Group, is now available to advertisers and agencies.

Route *your Advertising... as you*
Route *your Salesmen!*



**THEY BELONG TOGETHER LIKE
 THE WHEELS ON A BIKE**

No manufacturer would advertise in Peoria when his salesmen were working Peoria! Because he knows that the invincible combination of advertising and selling is only invincible when they focus together on the identical objective.

That's easy to do in Pittsburgh! Check the Post-Gazette's circulation against your own sales operation in this area and you'll see that they parallel each other, as well as the market's sales potential! Neither confines itself to the central city, but spreads out into the surrounding area, where two million of the market's three million people, live and buy. Yes, in Pittsburgh you can route your advertising as you route your salesmen if you . . .



Concentrate in Pittsburgh's

POST-GAZETTE

REPRESENTED NATIONALLY BY MOLONEY, REGAN & SCHMITT, INC.

New York • Chicago • Philadelphia • Boston • Detroit • San Francisco • Los Angeles • Seattle

MARCH 15, 1947



HELPING *the Ladies* ATTAIN THAT "ADDED SOMETHING"

Beauty Aid Columns are popular, regular features of The Dallas Times Herald and are considered must reading by women nationally known for their beauty and smart grooming.

The Dallas Times Herald has the greatest circulation of any newspaper in the prosperous twenty-county Dallas ABC Market.

THE DALLAS TIMES HERALD

Dallas' Greatest Newspaper

Represented by

THE BRANHAM COMPANY



Business Maps

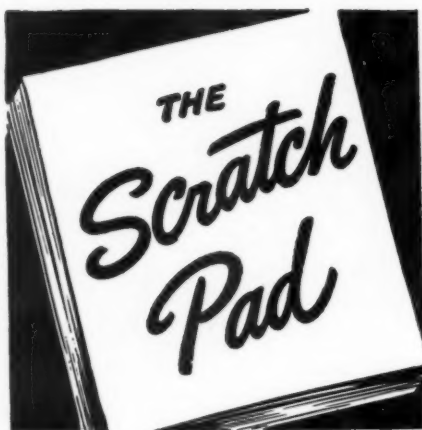
For Every Business Need

State, County Outline Maps
State, County, Town Maps
Trading Area Maps
Sectional Maps of United States
Small Open or Large Detailed Maps
Multi-Unit Map Systems
Washable Surface Maps
Business Men's Atlas of United States
Map Tacks, Marking Pencils and other sales data aids

Write for new illustrated price list
Address Dept. SM-3

THE GEORGE F. CRAM CO., INC.

730 E. Washington Street
Indianapolis 7, Indiana



BY T. HARRY THOMPSON

This is Der Tag for millions who must dig down for Uncle Sam. Since there is no evading it (see Capone vs. U. S. Gov.), I paid mine on January 13. Three more give me possession, or something.

Barbers, even good barbers, seem to love to snatch me bald. For at least two days after getting a haircut, I look like Massasoit, the Indian trademark of National Shawmut Bank.

"The students had protested that all they were doing was holding hands, but Good declared 'they are doing a lot more than that.' Come, come, Professor; be specific!

Recommended reading for marketing-men: "S.T. (Small Town or Suburban Town)," published by *Grit*. One of the highlights of the book is a coverage-finder, so simple a child can operate it.

Money is only a medium of exchange, but the way some people guard it, you'd think the stuff was valuable, according to *McGill News*.

Dick Dickson plucked this bit of wisdom from "Sales-Maker": "Success is made of never-ending endeavor, opposed by never-ceasing disappointment . . . a fight to the finish, always won by patience."

En route from Cleveland to New York, Percy Whiting spotted this sign: "Cleveland Trencher Co., Baby Diggers." Percy thinks the old way was more fun.

L. C. Brown, manager of St. Petersburg's *Evening Independent*, says his 5-year-old grandson could have saved me some wordage on the

velocipede item awhile back. He calls his a "trike."

W. E. Foringer, of Nukem Products, figures rock-wool is obtained from Rocky Mountain sheep. Could be.

HEADLINE PARADE

Tombstones direct to you.—*Rockdale Monument Co.*

Nice girls don't do such things.—*Kolynos Tooth-Paste.*

Ever been to Chaugogagogmanchaugogchaubunagungamaug?—*Electric Light & Power Companies.*

Don't dicker for liquor. Call Gimbels . . . it's quicker.

Expect the neighbors to talk.—*Nash Motors.*

It pays to be crazy.—*Article in "Satevepost."*

How to teach a new dog old tricks.—*Corning Glass Works.*

He always puts his foot in his mouth! —*Colgate Dental Cream.*

Its flavor makes you lick your chops.—*A-1 Sauce on lamb-chops.*

You go, weather or no, on the Water-Level Route.—*New York Central.*

Wanted: The address of Jay A. Gove, who failed to put it on a nice note awhile ago.

Non Sequitur Dep't: "The diamond has long been favored as an engagement-ring because it is believed to be the gem assuring harmony between man and woman."

The hypocoristic Red Skelton continues to rock me with his tearful: "I scared meself, I scared meself."

What promotional material d'ya read? "Ads are more convincing in *Good Housekeeping*" . . . "People pay attention when they see it in the *Post*."

Next time I take out indemnity-insurance, I think I'll buy a *second* policy insuring me that the *first* policy will pay off . . . without quibbling, without stalling, without sending an adjuster twice, without having me pay notary-fees twice, without beating me down to the original purchase-price instead of the replacement-price. What good is insurance that doesn't insure?

Evyan, Ltd., Chicago, has a perfume called "Menace." How about a slogan? . . . "for the Menace in your life."

SALES MANAGEMENT

It's on the way

THE EVENING BULLETIN

1947 CONSUMER

ANALYSIS

of the Philadelphia Market

Again in 1947, The Evening Bulletin is bringing you an accurate, up-to-date picture of Philadelphians' shopping and living habits—a detailed and scientific study of the potent Philadelphia market.

This 1947 Consumer Analysis, made by The Evening Bulletin, is the second annual study of the Philadelphia market, and it affords an opportunity for valuable comparison with last year's highly successful survey.

This comparison will show important changes in both consumer and retail store distribution of hundreds of branded products—FOODS, SOAPS, DRUGS, TOILET GOODS, BEVERAGES, AUTOMOTIVE PRODUCTS, ELECTRICAL APPLIANCES, HOME EQUIPMENT—in the city of Philadelphia.

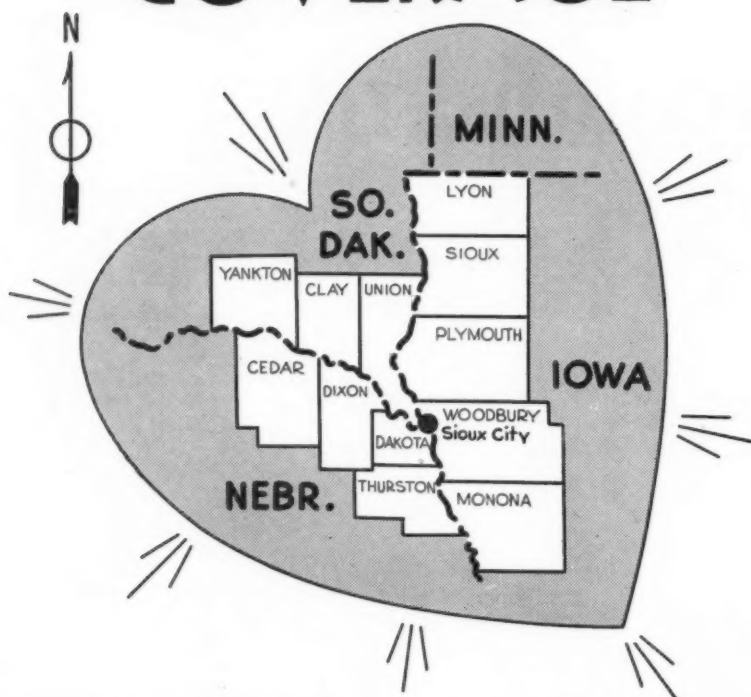
The technique and thoroughness of this survey, now being standardized in the study of other city markets, give manufacturers and distributors a quick, clear view of just how they stand in the ever-changing Philadelphia market today.

The new 1947 Philadelphia study is now being prepared. Announcement of the definite date when this analysis will be ready for general release will be made as soon as possible.

Meanwhile, advertisers and advertising agencies can make reservations now for copies of "The Evening Bulletin 1947 Consumer Analysis of the Philadelphia Market." Simply use your letterhead and write: *National Advertising Department, The Evening Bulletin, Philadelphia 5, Penna.*

In Philadelphia—Nearly Everybody Reads The Bulletin

CONCENTRATED COVERAGE



At the Heart of the SIOUX CITY MARKET

Market Facts

OF THIS TWELVE COUNTY AREA

Population (1940 Census)	271,580
Number Families	70,739
Buying Income	\$278,052,000
Retail Sales	\$134,331,000
Daily Circulation of The Sioux City Journal and Journal-Tribune (12 Counties) ...	52,822
Sunday Circulation (12 Counties)	44,750

Daily Coverage 74%

Sunday Coverage 63%

Coverage of next largest metropolitan paper
coming into this 12 county area:

Daily 7% Sunday 24%

Here is an excellent, isolated market larger than the city of Dayton, Ohio, and just as rich.

How does your advertising allocation compare with this sales potential? Does your advertising touch this market at all?

The truth is, as a glance at the facts in the box at the left will verify, you cannot reach the Heart of the Sioux City Market without the overwhelming coverage of Sioux City's newspapers.

Daily, there is no other newspaper in the running. The feeble penetration of the only Sunday Supplement in the region fails to reach more than one-fourth of these 271,560 potential customers.

The Sioux City Journal JOURNAL-TRIBUNE

SIOUX CITY, IOWA

GENERAL ADVERTISING REPRESENTATIVE
JANN & KELLEY, INC.
NEW YORK — CHICAGO — DETROIT
ATLANTA — SAN FRANCISCO

New York

Dear Harry:

Your suggestion to sell advertising in the current best-sellers has almost limitless possibilities. For example:

B. F.'s Daughter

Pond's "She's Lovely, She's Engaged,"

The Miracle of the Bells

American Telephone & Telegraph Co.

Pavilion of Women

Hudnut Beauty Salon

Holdfast Gaines

Klutch for False Teeth

Thieves in the Night

Yale Locks

Mr. Adam

The hat-man, natch.

This Side of Innocence

Schiaparelli's "Shocking" Perfume

The Hucksters

Alka-Seltzer or maybe Air-Wick

Peace-of-Mind

Metropolitan Life

The Sudden Guest

Campbell's Soup

Before the Sun Goes Down

Gem Blades, 5-O'Clock Shadow

Yours,

Henry Obermeyer

Allan Converse liked a headline for a torque-motor: "Can be mounted in any position."

Toronto

Dear Harry:

Nobody can find a rhyme for "Forty-seven!"

Sez you!

For those who plan and work with zeal
Throughout this Nineteen Forty-seven,
The days will pass without a squeal
And this year prove a rorty heaven.
For "rorty," refer your fans to Webster.

Sincerely,

John Landels Love

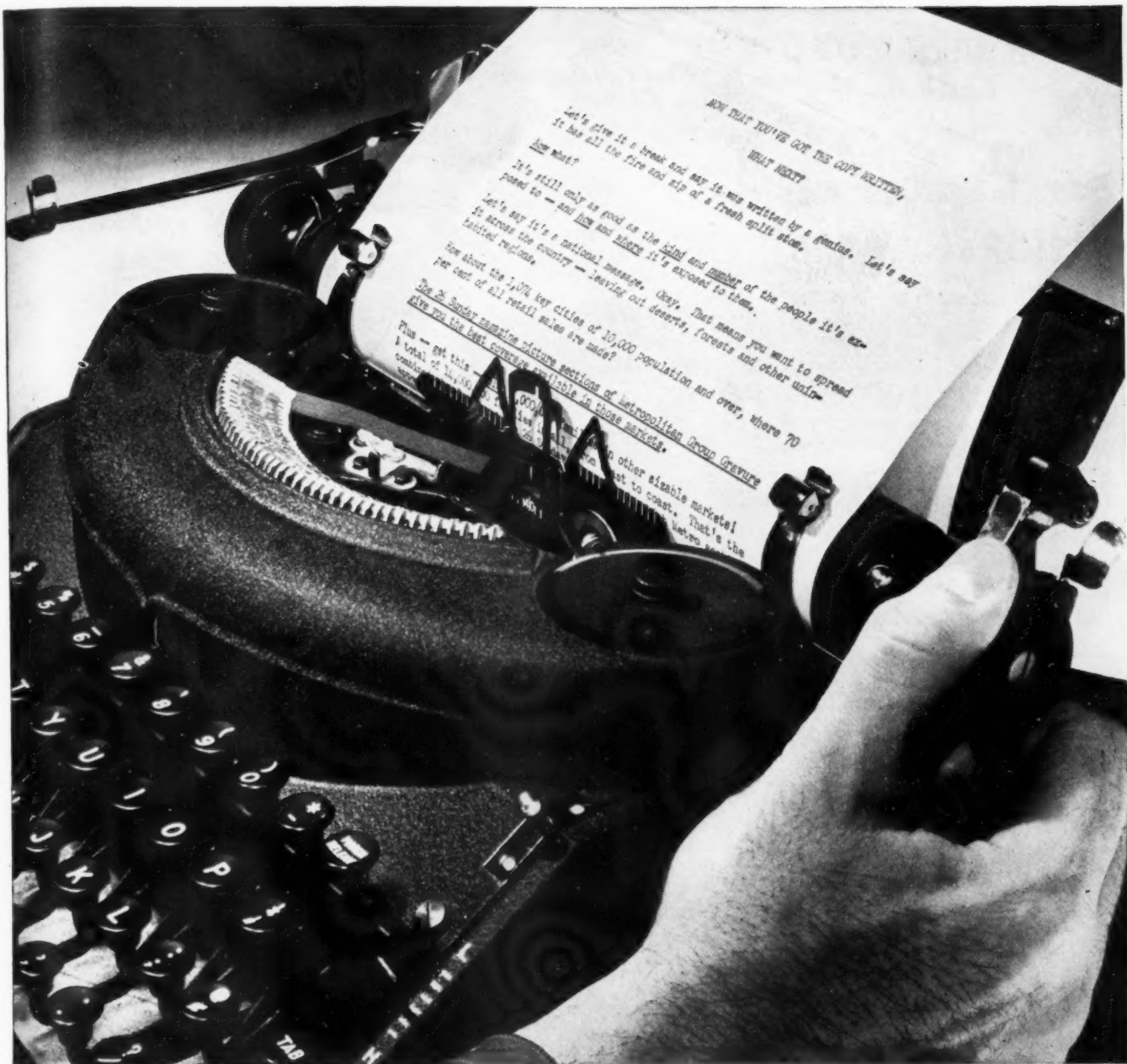
The March of Time is now producing commercial films, in case such promotion is in your plans. Richard de Rochemont is the producer, at 369 Lexington Avenue, New York City.

A local corporation is continuing its war-time drive for new employees. One of its car-cards in the local rattler carried this unauthorized postscript: "Starvation wages."

Overheard in a Philadelphia elevator: "He's working over at Budd's." "Where?" "Budd's . . . where they make locomotives." Close, but no streamlined cigar.

SALES MANAGEMENT

copy written, what next?



THE NATIONAL NETWORK OF SUNDAY MAGAZINE PICTURE SECTIONS
INDEPENDENTLY PUBLISHED AND LOCALLY EDITED FOR 14,000,000 FAMILIES

New York • Chicago • Detroit • San Francisco

Resultful Direct Advertising

Planned, Created and Produced

by

D. H. AHREND CO.
has won

12 15 21

NATIONAL AWARDS
in the Last 4 Years

Ask one of our qualified account executives to show you samples of many successful mailings. No obligation in the New York Metropolitan area.

D. H. AHREND CO.

328 to 333 East 44 ST., New York 17, N. Y.
Murray Hill 4-3411



MORE Pages
LESS Bulk
Swing-O-Ring
INCREASES LOOSE-LEAF BINDER CAPACITY

Because of its unique straight side ring and flat, trim back, Swing-O-Ring binders hold more pages in less space. For instance, the new 1" ring here shown, will conveniently hold a full inch of paper (more than 200 sheets) in a trim, compact binder.

SEND FOR FREE SAMPLE
SWING-O-RING BOUND MEMO BOOK

Swing-O-Ring
Division of The Fred Goat Co., Inc.
320 DEAN STREET
BROOKLYN 17, N. Y.
S-O-R 12

WASHINGTON BULLETIN BOARD

1946 Sales

What's the score on retail sales for 1946?

Total retail sales in 1946 amounted to \$97,000,000,000 a gain of 31% over 1945, the Department of Commerce reports . . . though price advances are given as the reason for the rise in dollar volume.

Chain store volume represented about 20% or \$19,400,000. Department store sales accounted for little more than 10% of total retail trade. Total sales of durable goods, including automobiles, amounted to \$14,000,000,000. This was low in relation to retail sales but due to conditions apart from selling.

Food stores were first in volume of sales at \$24,000,000,000; sales of apparel stores rose to \$9,000,000,000, a 17% jump over previous year. General merchandise stores showed a \$14,600,000,000 volume, a rise of 25%.

Classification	Billions	% Gain Over 1945
Total Retail Trade	97.0	31
All Non-Durable Goods . . .	77.7	20
Durable Goods	14.0	80
Food Stores	24.0	20
Chains	19.4	30
Department Stores	9.9	33
General Merchandise	14.6	25
Apparel Stores	9.0	17
Jewelry	1.2	12
Service Establishments . . .	36.0	12

Price Trends

What does Washington say about price rises?

Despite current upward trends in prices, Government authorities believe there will be a reduction before the end of the year, though few predict any kind of a runaway inflation.

Charles D. Stuart, chief of the program-planning branch of the Bureau of Labor Statistics said: "The fact that industrial output may be expected to rise early in 1947, as the final difficulties of the reconversion period are smoothed out, without substantial change in employment or incomes, provides grounds for the belief that the price situation will be brought under control."

The Civilian Production Administration has just forecast two possible developments: one a continuation

of production and employment at present levels, with a moderate price rise during the first half of the year and some decrease in the latter half; or sharper increases in prices during the first six months and a substantial drop in prices then in production and then in employment toward the end of the year and running into 1948.

Working Women

How many women in the labor force?

Conjectures concerning the number of women working and earning spending money have now been settled by the annual report of Labor's Women's Bureau.

Today, according to the Labor Department, there are 16,000,000 women workers, representing close to 28% of all persons employed. This compares with the war period when women formed more than a third of those employed, and the pre-war period when they represented 25%.

"Historically determined social and economic factors have given women increasingly important roles in the wage earning world," the report states. Primary factors are the "Nation's needs for goods and services made and performed by women" and "economic needs of millions of women to support themselves or supplement the family income."

A study now in preparation will evaluate the probable future for women in scientific and technical fields.

Labor's Plans

Will labor remain quiescent?

Washington observers take a pessimistic viewpoint of labor's seeming present inclination to avoid labor disturbances and strikes.

It is felt in many circles that if prices continue to rise, with rent increases allowed and food costs mounting (Washington figures give 33.5% wholesale price rise.), strikes will be called even if labor leaders themselves advise against them.

Unfortunately, there is a political angle as well. As *The Washington News* points out, the Democrats are watching for the strategic moment to start using "Had enough?" as a campaign slogan for 1948.

SALES MANAGEMENT

"The home office sure had the
"low-down" on this
dealer situation!"



ACB Services keep sales executives in touch with remote dealer situations

ACB Tie-in Reports will keep you informed on dealer activity in any or all of the 1,393 shopping centers in which daily newspapers are published. When you examine an ACB Dealer Tie-in Report you can tell at a glance how your dealers are promoting your line in comparison to that of your competitive dealers. Your position in remote towns shows up clearly.

ACB Newspaper Research Reports submit evi-

dence on such points as . . . is your advertising too light for the job, or, unnecessarily heavy . . . are your dealers cooperating . . . "pricings" . . . and a multitude of other facts from which accurate deductions can be made.

ACB Dealer Tie-in Reports enable the home office to direct a salesman to where he is most needed . . . sends the salesman into the dealer's store with undisputable local facts pertaining to your brand. They may be ordered sectionally or nationwide—periodically or continuously.

SEND FOR FREE ACB CATALOG!

Gives details of 12 research services—covers wide range of subjects—tells how to estimate cost—suggests many applications of information furnished—gives names of satisfied users.

CHICAGO (5), 538 South Clark Street

NEW YORK (16), 79 Madison Ave. • SAN FRANCISCO (5), 16 First St.



ACB

The
**ADVERTISING
CHECKING BUREAU
INC.**

RETAIL SALES ARE POWERFUL PULSE BEATS IN WINSTON-SALEM!

With a metropolitan population of over 125,000—and growing all the time—Winston-Salem accounted for \$60,384,000.00 in retail sales, according to Sales Management Survey of Buying Power of May, 1946.

These are mighty powerful pulse beats in the life blood of any market, and Winston-Salem is a leading Retail Market in the South's Number 1 State.

Journal and Sentinel

Winston-Salem, North Carolina

National Representatives: KELLY-SMITH COMPANY

WSJS

- NBC Affiliate in Winston-Salem
- The Journal-Sentinel Station



WHERE WERE YOU IN 1927?

Twentieth Year
observing PEORIA AREA.
Choosing WMBD cuts
you the biggest slice of
one of the nation's
choicest markets.



WMBD

Twenty years is a long time in radio! In 1927 WMBD began to serve PEORIA AREA. And, each year we've served better, learned more about this rich Central Illinois market. There's no substitute for experience—only WMBD has the all-important "know-how" that insures unmatched sales results in the market it dominates.

Write for new coverage maps and B.M.B. report just off the press.

First - In Peoria Area

EDGAR L. BELL 5000 WATTS CHARLES C. CALEY
President CBS AFFILIATE Exec. Vice-Pres.
PEORIA, ILLINOIS

Free & Peters National Representatives

According to the Labor Department, the purchasing power of the dollar dropped 15 cents in the year ended January 15. Also the statement says that the dollar of today will buy goods and services which cost only 66 cents on January 15, 1941.

Consumer Credit

What is the new consumer credit regulation regarding merchandising of sets and groups of articles?

The Federal Reserve Board has issued a special regulation stipulating that in determining whether several items are to be considered a single "article" for purposes of consumer credit application, three basic requisites must be considered: (1) The items must be so related as to constitute a set, group, or assembly; (2) they must be commonly merchandized as a single unit; (3) they must be sold or delivered at substantially the same time.

Public Health

Is the U. S. going into the business of health in a big way?

Practically every Congress has had before it a national health measure in some form or another.

Now, there is a new one introduced in this Congress, arranging for the creation of a National Health Agency to take over all health functions of the Government and administer a five-year general health program.

But this time, it is considered to have favorable prospects, though probably in an altered form. Sponsors of the measure are Senators Taft of Ohio, Smith of New Jersey, Ball of Minnesota, and Donnel of Mississippi. The bill calls for expenditure of \$200,000,000 a year for the next four years, to provide medical services for low-income families.

Too Few Containers

What is the outlook for improvement of the container supply?

The year-end report of the Office of Temporary Controls states that food and other containers continue "painfully short" as a result of difficulties in obtaining sheet steel, wire, nails, and lumber. Some easing in the lumber situation is expected within the next few months. Generally speaking, Government experts foresee only a slow improvement in the container situation.

SALES MANAGEMENT

SIGNIFICANT TRENDS

As seen by an editor of SALES MANAGEMENT for the fortnight ending March 15, 1947

FEARS IN THE MARKET PLACE

Many businessmen and political leaders in recent years have pointed out that business should not become so preoccupied with profits as to neglect its obligations to society, but they have failed to emphasize an apparent truism—that business can *increase* its profits by using its talents and assets in the public service.

The Kellogg Co. has demonstrated for a year now that a campaign against intolerance and gangdom pays out in increased sales of its breakfast cereals.

Ever since last April, Superman on-the-air, sponsored by Kellogg, has exercised his unique gifts including X-ray vision, long-distance hearing, supersonic speed and the ability to fly, on behalf of inter-racial tolerance and against juvenile delinquency and school absenteeism.

The Hooperating has gone up steadily; Kellogg is pleased; its agency, Kenyon and Eckhardt, is pleased; so, too, are any number of important organizations and their members, and about the only people who are *displeased* are the Gerald L. K. Smith's and the Grand Dragon of the Ku Klux Klan, who has been very much annoyed because Superman has been spilling KKK passwords over the air.

The Kellogg experiment has caused a minor revolution in the planning of sponsored radio programs for the young. Several other kid programs are now promoting the tolerance angle. They are coming to believe that a united America is a better America—and that a united, better America makes and buys more goods and services.

Fears are an important element in the potential of depression in the United States, and they stem in large part from economic and psychological feelings of insecurity, which can and must be alleviated in the interests of the national welfare. Sometimes fears have a real basis. Sometimes they have no basis at all. Even though fears be irrational, they may become so real that they become a motivating, unconscious force which can foster or prolong depressions.

WHEN CONSUMERS GET PANICKY

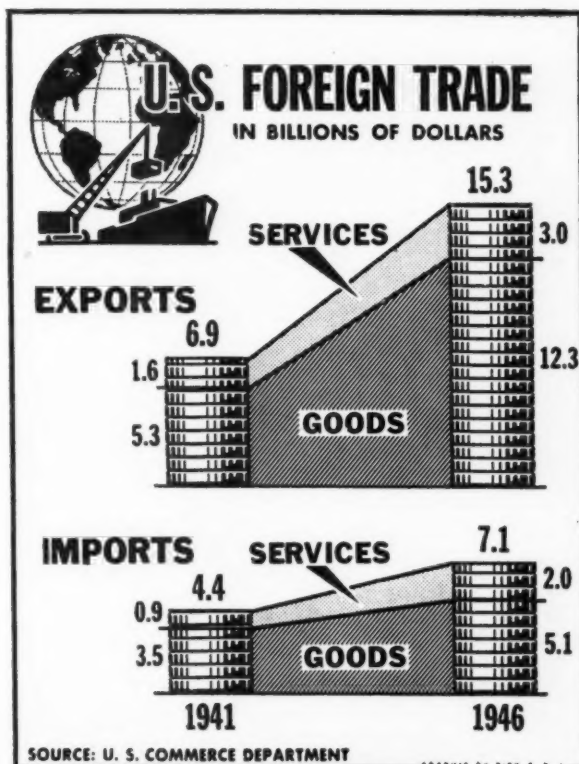
Edward L. Bernays, New York public relations counsel, in a speech before the New York Chapter of the American Marketing Association a fortnight ago, made a brilliant analysis of the fears which cut down buying. He presented an eight-point program of steps which business could and should take to lessen insecurities and fears in large groups of the population. He said, for example;

"Consumers appears to be the first to panic when a bank fails or when prices go up. It would be nice to think that the consumer public killed the cock robin of stability. That would free every group from responsibility. But we must remember once more that the consumer public is every individual and every group—orange grower, member of racial minority, or professor. Many of these have real cause to fear.

"Almost 13,000,000 Negroes contend with barriers which cut them off from exercise of their rights as citizens and put them in a position of being highly fearful, economically and psychologically insecure. They are subject to rumors and other impacts that affect their economic behavior because of these fears. 34,000,000 Americans are foreign-born or Americans with one foreign-born parent. The use of such slurring terms as Wop, Mick, Spick, Kike, Hunkey, Polak, Guinea, illustrate the status in which they are held by the rest of the population. The use of what has been termed the American myth in advertising, radio, motion pictures, fiction stereotypes emphasizes it too—that we are a white Anglo-American country. Certainly those persons have psychological and economic insecurities to contend with, more than other citizens. They are more subject to fears that may be economic dangers to all of us.

"What can we, as market men, do to alleviate fear in this sprawling, heterogeneous conclave of souls? I am optimistic we can do a lot. We can remove many of the causes of fears. We can try to get Government to use its budget to affect the economic situation—that it spend soundly to further security in health, housing, education, public works. We can work to ease group tensions. We can educate groups to understand the point of view of other groups and thus help eliminate fears. We can work toward giving groups and individuals economic and social security. We can work to expand the field of pensions, also life insurance, group sickness, accident and hospital insurance, unemployment insurance, and thus stabilize consumer spending power. We can eliminate many of the fear-makers from our social and economic system. We can do this, and we should, voluntarily, as businessmen.

"If we rely mainly on Government to accomplish this



freedom from fear, we may well lose much of our freedom. America wants both freedom and security. But we can achieve a balance between freedom and security if every group voluntarily approaches the task, so as to forestall Government control over both security and liberty."

The dollar, which businessmen *must* be interested in if they are going to continue in business, knows no color and race lines. Every dollar is of equal value in the marketplace. The more people who have dollars and who have the feeling of security and confidence which convince them to *spend* those dollars, the greater will be our national income, sales and profits.

THE ADVERTISING COUNCIL

Businessmen who think that the reasoning of Kellogg and Bernays makes sense can do something about it through their unaided, individual efforts, or they can cooperate with The Advertising Council, 11 W. 42nd St., New York City. The Council, set up as The War Advertising Council, six years ago, represents all phases of advertising and is dedicated to the use of advertising in the public service. Last year the advertising space and time contributed to its campaigns was valued at over \$100 million.

Four hundred and fifty commercially sponsored or sustaining programs are now carrying Council messages on such subjects as fighting tuberculosis, the prestige of the teaching profession, the American Red Cross, stopping accidents, and uniting America. Magazines with a circulation of more than 144 million are contributing one page a month to the United States Savings Bond campaign. 64,275,316 lines of newspaper space were given to Council projects during the first 10 months of 1946, while the outdoor advertising industry contributed over 43 thousand 24-sheet panels valued at more than \$700,000. The transportation advertising industry gave card space valued at nearly a \$1 million, while the win-

dow display installation industry made it possible for the placement of over 500,000 window posters.

A current campaign which ties in very closely with the thinking of the Kellogg Co. and Edward L. Bernays is called "United America," and it is designed to combat inter-racial, inter-faith prejudices and strife, to create a better nation. This particular Council campaign is coordinated by Lee Bristol, vice-president of the Bristol-Myers Co., Inc., a company which has found through long experience that public service and a handsome profit and loss statement can go hand in hand.

The American public is pretty well fed up with empty mouthings about "free enterprise," and "retention of the American way of life." Actions speak louder than words. Not many people will go out and buy a product—especially a high price product—simply because it is made by a manufacturer who has a social attitude which the consumer admires. But more and more the consumers' ideas as to the *kind of a company* which makes the product is becoming a determining factor which goes into the scale along with price, quality, prestige.

CHEKHOV ON ADVERTISING

In one of the short stories of Anton Chekhov, a peasant says, "If you want to sow grain on that hill, first you have to clear it and then you have to take all the stones off, and then you have to plow it up—and then you have to keep after it and keep after it . . . and it is just the same, I mean, with people . . . you have to keep after them and keep after them until you win them over."

Probably Mr. Chekhov never heard of that form of influencing people called advertising, but no practitioner of advertising could possibly offer a more clear-cut exposition of the purpose and the problem.

"HOUSEWIVES AND SALESMEN"

The Paramount Theater in New York City made a generous cut recently in its admission prices. This may be a trend in itself because other first-run houses may be forced to follow the Paramount lead, but one of the reasons announced by the manager of Paramount seems to imply that salesmen working the New York City area aren't so flush as they once were.

Paramount says it cut its prices in order to attract more housewives and salesmen to the morning and early afternoon shows!

WHAT'S A GOOD SALESMAN WORTH?

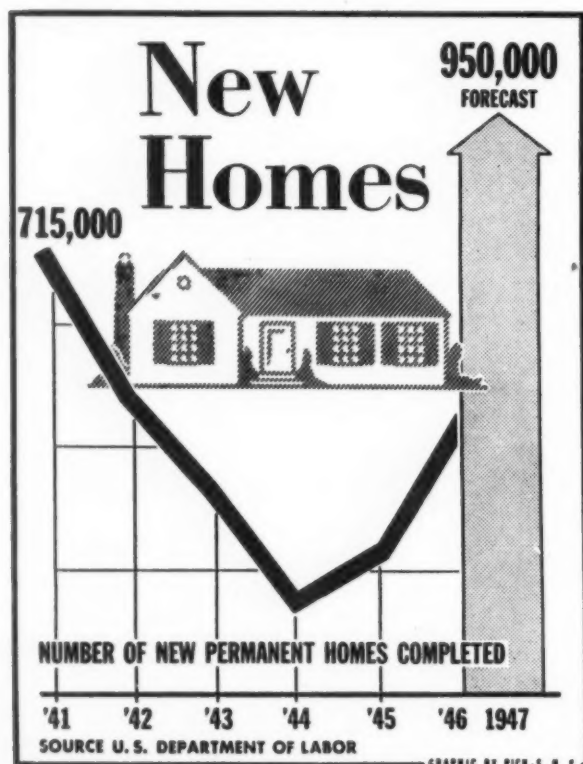
Those salesmen who spend the morning and early afternoon hours in movie houses aren't worth very much, but what about salesmen as a group?

"How much should a salesman earn?" is a perennial question and one that has many answers. Perhaps the best yardstick, however, is the one stressed by Joseph B. Lathrop, President, Barrington Associates, at the recent marketing conference of the American Management Association.

"A salesman's income," Mr. Lathrop said, "cannot be much greater than or much less than the median income of the people he sells or he will be greatly handicapped in establishing the necessary personal relationship with his trade."

PHILIP SALISBURY

SALES MANAGEMENT





What's Cooking at College Inn: Chicken . . . Chili . . . Fatter Quotas

Based on an interview with **PAUL F. TEVIS**

Vice-President in Charge of Sales, College Inn Food Products Co., Chicago

Its famed tomato juice cocktail is still the line leader, but College Inn is adding new food specialties and sending them to market through a strategy of intensive local attack. Sales have jumped 400% during the last four years.

College Inn Food Products Co., Chicago, has increased its sales more than 400% in the past four years. It's a story of cowboys riding the western ranges, a Fine Lady in Florida, Ernest Byfield, hotel tycoon, "Finnan Haddie Joe," the birth of the fruit and vegetable juice industry, chickens and chili products, and scientific, modern marketing methods. Tomato juice, except for the ground-work done by the cowboys, goes into the past less than 20 years. Of course, World War II gets into the picture with both feet.

Cowboys, as the unwritten history of the plains records it, were the original discoverers of tomato juice. Wearied by the monotony of their life among the dogies, they'd ride into the oases and spend a night drinking bar whiskey. The next

morning with bones aching and hair pulling they'd start back to their herds. Gradually they learned, by trial and error, that tomato juice was a remarkably fine antidote for a hangover.

As each cowboy rode out with the dawn he would carry a can or two of tomatoes. While he loped along he would gouge two holes in the top of the tin, drink the juice and throw away the can and pulp. In time these cans marked hundreds of trails from towns to ranches.

Just short of 20 years ago, in the winter of 1927-28, "Ernie" Byfield, who with Frank Bering owned and operated Hotel Sherman, Chicago, was the house guest of friends in Florida. Mr. Byfield's father owned the Sherman before him and he grew up in an atmosphere of rare wines,

fine foods, delicacies and living. He was a gourmet, associating with those who made eating an art.

On this fateful winter morning during breakfast the wife of his host, down in Florida, remarked to him: "I've been wondering what in the world I could serve you that you haven't had a thousand times. I think I've got it."

Then she offered him a glass of freshly squeezed tomato juice. Delighted with its taste, aroma and color he went to work. A long distance call put the head chef in the College Inn at work on the world's first tomato juice cocktail. That summer College Inn Food Products Co. contracted for enough tomato juice to pack 1,000 cases. Acceptance was so enthusiastic and immediate that before the year was over 55,000 additional cases were packed and sold.

This was accomplished through the expedient of buying canned tomatoes, juicing the contents, discarding the pulp and rebottling. In this, unknowingly at the time, Mr. Byfield was merely following in the footsteps of the cowboys. In those

days all College Inn tomato juice was put up in glass bottles which simulated cocktail shakers.

At that time, 19 years ago, grape juice was the only fruit juice being offered on the commercial market. However, the remarkable success of the College Inn tomato cocktail touched off something that grew with amazing swiftness. Last year the company packed and sold more than 600,000 cases. Next year it will pack more than 1,000,000 cases.

In the meantime the Nation's output of fruit and vegetable juices of all kinds has expanded until the pack in 1946, put up in various sizes, was equivalent to about 120,000,000 cases of 2-dozen 18-ounce cans.

"Finnan Haddie Joe" was a character of long ago in the old College Inn who had to refer to his World War I registration card to remember that his name was Joseph Colton. Joe, a cook, headed the chafing dish station in the Inn for many years. In those days people who stayed out late and drank had the erroneous idea that finnan haddie as a midnight snack would send them home comparatively sober and lull them to sleep.

Joe's chafing dish fires cooked amazing amounts of haddie through the years but finally he got sold on

chicken a la king. The late drinking boys and gals in the end gave up the finnan for the chicken and thus finnan haddie died around 1920. Few today even remember it.

In this way chicken a la king rose in ascendancy and as of 1947 College Inn Food Products Co. is making and selling more tomato juice cocktail and chicken a la king than any other items. Now comes something else.

During World War II the College Inn company packed boneless chicken for the Government. The Army and Navy wanted foods without bones. Why ship bones all over the world? College Inn boneless chicken became a favored dish of the GI's and Naval ratings. It all reasoned out as economy as a chicken carcass yields out only about 20% of its total weight, dressed, as cooked meat.

In the final analysis, and housewives should take notice, 30 ounces of uncooked dressed chicken can be put into a 6-ounce container for sale over the counter. Thus the apparent high cost of canned boneless chicken is not what it seems. On this footing, College Inn Food Products Co. opened a campaign during February to popularize boneless canned chicken, put it on an economical com-

mercial basis and repeat, it hopes, its success with tomato juice cocktails.

"To this end," says Paul F. Tevis, vice-president in charge of sales, "we have developed in our laboratories a boneless chicken which with one minute of preparation and five minutes of cooking can be transformed into delectable fried chicken. We are taking it out of the luxury class. The price should make it readily available for general home use.

"In introducing it, we are following a practice which we have found successful in establishing our other foods. We select a city and drench it with advertising and promotion. We use radio, newspaper advertising, and demonstrations. We tell the housewife that she can serve our new boneless chicken at 25 cents a portion; that it has the flavor, texture and other qualities of any good fried chicken. Pieces are cut so that two of them can be served to a portion. This, with potatoes, makes an ample serving.

"First test cities are Milwaukee and Columbus, O. The start has been excellent and gradually we will extend the campaign. We are depending on high volume and low margin of profit to do the job, just as we did it with our tomato juice cocktail and our chicken a la king. That's the basic policy that puts a product into the mass market."

Some months ago Mr. Byfield and associates purchased a hotel, the Playa de Cortes, Guaymas, Sonora, Mexico. Always alert and ready to grasp opportunity, as he was in the matter of the tomato juice cocktail, dreamed up in Florida, he looked around while he was in Mexico. The result of experimenting with Mexi-

SPOT-TESTS NEW PRODUCTS: College Inn market-tests all new products before releasing them for general distribution. Later additions are frozen foods, Turkey a la Creole and Chicken a la King.

FAMILY ADDITIONS: Boned chicken in tin and jar join the popular Chicken a la King. During World War II, the Government fed boned chicken to the Armed Forces, stimulated demand for this product.



can molé powders is a full line of new chili products, just now being launched.

In studying the competitive chili food items he made up his mind that they were inadequately packaged as a general rule. He decided that most packers were failing in labeling. College Inn, which offers among other items, chili powder, chili with meat, chili beans without meat, and chili dinner consisting of dry beans and chili powder, prints complete directions for various uses on packages.

This gives "laboratory control" over the finished product in the home if the housewife will only take the pains to follow directions. Thus the housewife can profit by the work of the company's Home Service Department where the suggested kitchen preparation is worked out scientifically. The company also has developed a consumer panel made up of actual buyers.

Any food company always gets a more or less steady flow of complaints and fan mail. It is admitted that no food product will invariably please everybody. So College Inn puts a questionnaire into each package with a request for comment. Of those who have replied to date, fewer than 2% have offered criticism.

When World War II started it looked for a time as if the College Inn Food Products Co. was in for hard luck. Of 11 products packed the Government at once stopped the manufacture of all but one—straight tomato juice which was needed for servicemen. Shortly afterward, however, the company was asked to pack a beef stew and boned chicken for the American Army, and then an item known as "tushonka." This was pork and fat destined for the Russians. At the end of the war nine items were being put up.

Now, a year and a half after V-J Day, it is back in manufacture with products as follows:

Chicken—Boned chicken, in glass and tins; chicken a la king, in glass; egg noodle and chicken dinner, in glass; egg noodle and chicken giblet dinner, in glass; chicken fricassee,

boneless, in glass; fricassee of chicken wings, in tins.

Soups—Condensed clear chicken broth and cream of mushroom soups, both in tins.

Chili Products—Chili con carne with beans and chili beans in spicy sauce, both in tins, and chili powder and chili dinner in paper cartons.

Tomato—Tomato juice cocktail, in glass; tomato juice cocktail, in tins.

Sales strategy differs somewhat on certain items but generally the procedure is much the same. Because post-war production is limited to the extent that the Nation cannot be blanketed, accent has been placed on local attack. Local newspapers and newspaper supplements and radio are favored.

Regional sales managers keep close contact with food brokers, follow up where lags occur, handle problems in the field, and check reasons whenever any spot shows signs of becoming inactive.

Market analyses are used in every territory where the company operates. (It has used the *Sales Management Survey of Buying Power* effectively.) Sales quotas change with each quarter owing to conditions in each market. In this two potentials are employed: (a) number of customers and previous sales; (b) people who might be considered prospective buyers. Another is an estimate of the amount of money available for food sales.

Usually in concentrating on a territory it is a policy to pour more advertising into the area than will be used, at the time, to promote any

similar competitive item.

"If you want to do business in the food industry," says Mr. Tevis, "there is only one way. You must give value and the public must like your product. Everyone sells quality. Nobody today sells bad quality. We try to make our foods *taste better*. If it costs more to do it this way, we do it—but we try to price everything as low or lower than competition.

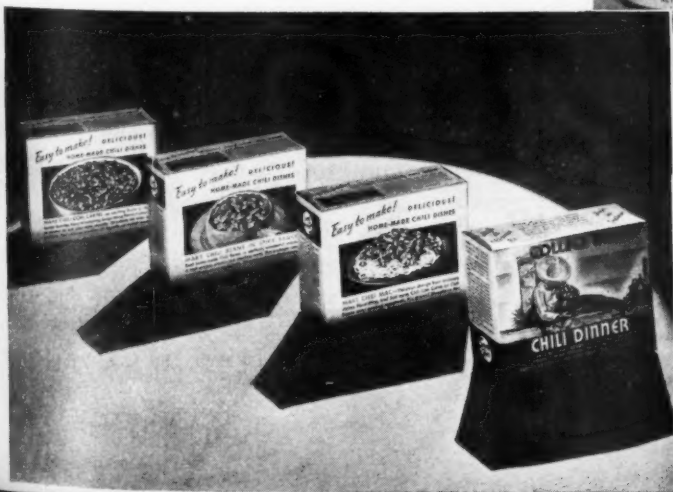
"The history of our tomato juice cocktail, for example, tells a story of inflation in reverse. When we started to make it tomatoes were selling at from \$7 to \$9 a ton. The cocktails then sold for \$3.60 a case, less 15% to the jobber. Last year we paid up to \$38 and \$39 a ton and we sold the cocktails as low as \$1.71 a case. This was made possible by volume and improved practice in manufacture.

"Projects in sight call for a sales expansion of about 50% in 1947 over 1946. We recently acquired a plant at Dundee, Mich., where we will concentrate on tomato juice, tomato juice cocktail and chili products. We have another plant in Macedon, N. Y. These supplement the main plant in Chicago.

"We are packaging all of our products in 'family pattern' containers. Glass, tins and paper packages are labeled and printed in black, yellow and red, with the well known identifying College Inn trade-mark, to give eye appeal. Our shipping cartons, too, are uniform—newly designed to be easily identifiable in transit and on delivery. All this gives us 'advertising value' and, we think, helps to make sales."



RECIPES AS SALES BUILDERS: College Inn puts "How to Make It" recipes on packages, feels they aid in the proper preparation of its chili products and are important sales builders as well.



STUDY IN PARADOXES . . . Meet Ernie Byfield, president of Chicago's Hotel Sherman, College Inn Food Products Co., Mexican Hotels, Ltd., owner and host of the fabled Pump Room of the Ambassador East, collector of old fire-fighting equipment. In spite of his penchant for such as the latter, Ernie boasts that in the Pump Room everything, including sometimes a waiter's thumb, is served flambe! Furthermore, though he's a social drinker himself, tens of thousands of bleary-eyed morning-after victims have been known to rise up and call him blessed; Ernie invented a little item called tomato juice. Born in Chicago—he refers to his advent as “that dubious achievement in obstetrics”—educated in Chicago at a public school which did *not* resemble Harrow he struggled to learn pattern-making, gave it up to begin—more contradiction—at the top of the hotel ladder. This was in 1907; he was able to indulge his aversion to low places since his Papa happened luckily to own the Sherman. The fabulous Mr. B. acts as host in his slightly terrific Pump Room where the movie great take pains to eat his food and listen to his talk between West bound trains. During World War II he was “the oldest, least agile and most frightened war correspondent in the ETO.” On page 37—a College Inn story.



They're In the N



"GOOD—FOR A BEGINNING" . . . says over-modest C. L. ("Chic") Thompson, who at 26 has the Broadway sign-tycoons looking to their neons. For this lad, who ran his Dad's plant at 19, had bought another one of 500,000 square-feet when he was 20, bucked all the opposition—from competitors to city ordinances—and has his spectacular, full-scale outdoor movies stopping traffic on New York's Gay White Way. Chick says his is the simple formula of doing things better, more thoroughly and in less time. His Pixads (Pixad, Inc.) show black and white or full-color movies, have overcome the old stumbling block of daytime-visibility. He plans to extend operations—will eventually cover the country with his spectaculars. During the war his manufacturing and design genius, which brought about, for example, an adaptation of centrifugal casting of metal parts which increased his plant's production from 30 to 3,000 units a day per workman, rated him “indispensable”—despite a Lieutenant's commission (Reserve). He started perfecting Pixad five years ago, designed a new process of light filtration, rassed with the New York City traffic laws, withdrew, came back again with everybody on his side. At the moment Coca Cola, and International Sterling Salt are showing films on his screen during a special Broadway test run.

SALES MANAGEMENT



FROM ESKIMO PIES TO HALLICRAFTERS . . . William J. Halligan, president of Hallicrafters Co., is a born tinkerer. When he was 13—this was in the city of the Cabots and the Cod—he got to tinkering with amateur radio. Dissatisfied with commercial transmitters he built his own with a spark coil, and an open gap, plus a receiver made by winding wire around an old cardboard mailing tube. This outfit cut such a broad swath in the tuning band, and such agonies to the Navy's operators that they sent him desperate QRT's . . . quit sending! Later Bill followed up his hobby—with more orthodox equipment—on excursion boats, steamships, and, during World War I, as a chief operator on a mine sweeper. Years later he ran into the inventor of the Eskimo Pie, who was having trouble with his new company, Echophone Co., manufacturers of radio receivers. Bill moved in . . . Echophone is now one of the important divisions of Hallicrafters. Now, father of three (one's a West Pointer), eminently successful, he still can't get away from tinkering. Witness that ham radio station—W9WZE! On page 59 we've a story concerning some Hallicrafters activities.

News

NEW DIMENSIONS IN BUSINESS . . . It's incongruous, thinks Norman T. Neel, executive vice-president of the newly-formed Executive Book Club, Inc., that industry gives its salesmen the last word in specialized training, then abandons him to his own devices after he becomes a junior executive. Until now the confused, but eager to learn j.e., to continue his studying, has had to choose between the hundreds of books of higher industrial learning which are published each year. Executive Book Club intends to relieve him of his burden by the expedient of two new-book plans. One is the Individual Member Plan—the subscriber simply commits himself to four selections a year. The other is the Special Group Member Plan, wherein a company subscribes to the service in behalf of its key personnel. No fly-by-night enterprise, the Club is being guided by an editorial advisory board which includes such names as Lewis H. Brown, Dr. Henry C. Link, Alfred P. Sloan, Fowler McCormick. Neel himself is the former general manager of The Book of the Month Club, Inc. Son of English parents, he was born in Short Hills, N. J., humored his Anglophile parents by attending a Canadian school but went American, college-wise, by choosing Williams. A tall, quiet man, he once played National Tournament tennis.

MARCH 15, 1947





"Trans-World" Promotion Wins Splashy Retail Support for Dorothy Gray

Based on an interview with **BERT CARPENTER** • Promotion Manager, Dorothy Gray, Ltd.

A new fabric color, a new lipstick color, dress designs by big-name stylists from three continents: mix carefully. The result is a merchandising package seized with glee by the fashion experts in America's biggest stores.

Dorothy Gray, New York City, has just launched a promotional campaign which has been two years in the making, one which is expected to result in the sales of at least half a million dollars' worth of lipstick and nail polish and to increase volume of all other Dorothy Gray products as well.

The campaign, which is tightly coordinated, centers around a new lipstick color and a fabric shade to go with it, specially created by the Parisian branch of Bianchini, the fabric manufacturer. Both are called "Trans-World," and fashions from topnotch designers from half-a-dozen or more countries, all utilizing the new shade in some manner, are a part of the promotion. At this writing, the campaign has already broken in several large U. S. cities, where the specially created wardrobes have

been on display in leading stores after intensive build-ups for both cosmetics and fashions. TWA, which has entered into the program, is furnishing the fast air transportation by plane which makes it possible for the fashion collections to be shown in so many cities.

To a large extent, the form the campaign is taking grew out of the exigencies of the era, a rather confused one so far as distribution and transportation are concerned. As far back as two years ago, Gray's management felt it would be a good idea to launch a color promotion—to tie a fabric color to a new lipstick color, and to include in it fashions from all over the world. It was felt that the fabric color must be universally liked, suitable to all complexions and national tastes (since designers from other lands would be invited to par-

ticipate). The fabric must be available from a French source, because of a ruling that French couturiers may work only on fabrics from their own land. Finally, a rich gold shade from Bianchini was settled upon.

To get representative offerings from many countries took a bit of planning. From England, it was possible to get *Hardy Amies* and *Peter Russell* coats and suits; from Paris, designs, principally evening fashions, from *Balenciaga*, *Gres*, *Lanvin*, *Jacques Fath*, *Molyneux* and *Robert Piguet*; from Buenos Aires, fashions by *Jaumandreu*; and from New York City, *Philip Mangone*, and *Jo Copeland* of *Pattullo* fashions. *Orry-Kelly* of Hollywood was also included to represent the American motion picture industry. Sportswear was obtained from *Cole* of California, and—to give coverage from the South Pacific—from *Cole* of Australia and *Cole* of New Zealand. The collection was made in duplicate, so that the campaign might be launched in as many cities as possible within one season.

Because of transportation and other difficulties, many leading U. S.

SALES MANAGEMENT



THE TRANS-WORLD HOOKUP . . .

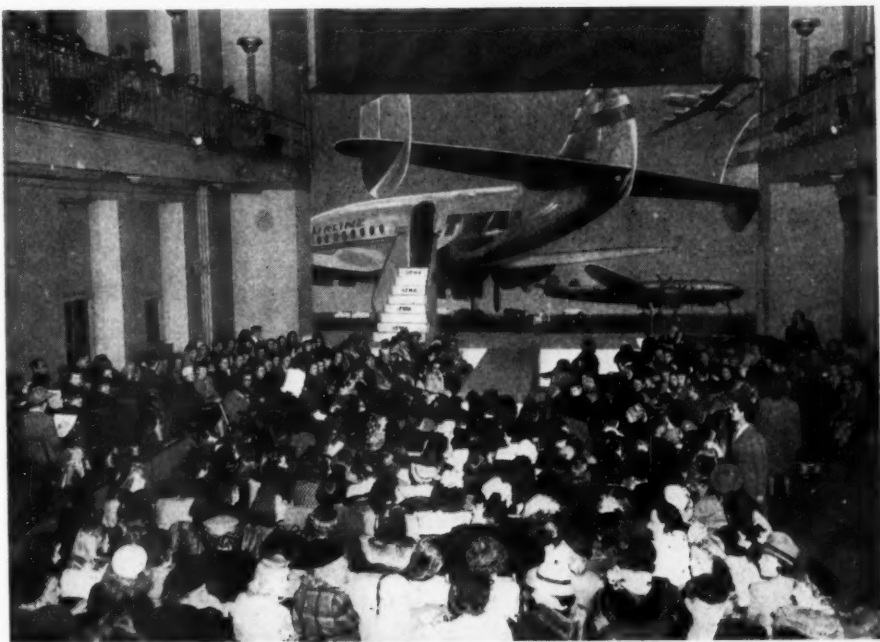
When Dorothy Gray introduced her new cosmetic line its name proved a natural for merchandising tie-ups. McCreery, New York City, built a window around the line and special Trans-World fashions; the product took to the skies, via TWA, for trans-world shipments and publicity.

stores have not yet sent their buyers abroad to obtain new fashions. Dorothy Gray realized that stores would like the opportunity this Trans-World promotion gives them to show imports. Arrangements were made for the stores to order the custom-made garments, through Dorothy Gray, by cable, with TWA planes furnishing transportation. Thus, a New York City woman might see a Balenciaga gown she wants at Altman's, have the store take her measurements, telephone them to Gray, which in turn would relay them to the Parisian house; and she might be wearing the new gown, delivered by air express, within three weeks after ordering it.

Gray purposely refrained from including accessories in the collection, so that stores might use whatever merchandise they had. It was pointed out to them that a number of departments might be included in the promotions. For example, a Great Coat by Peter Russell of London, obviously designed for travel, might be shown with luggage, steamer robes and other travel items. Costume jewelry, furs, handbags and gloves might be shown with other garments.

Gray's own specially created merchandise for the promotion consists of two items. One is a Trans-world package, gold with white embossed script lettering ("expressing the flow of motion"), containing a Trans-World lipstick in a Dorothy Gray Magnum case and a bottle of Trans-World nail polish, the entire package to retail at about \$2.

DOWN THE WAYS . . . Trans-World products are launched with all the excitement you might expect for the "Queen Elizabeth." Dorothy Gray and TWA provide ideas for props and dramatic stage devices to herald the arrival at stores of the new color and matching fashions. This crowd at Gimbel's, Philadelphia, typifies the response to Dorothy Gray's coordinated merchandising push.



MARCH 15, 1947

The other item, included chiefly as a prestige-builder, is a Trans-World over-the-shoulder handbag of genuine leather. It contains two compartments, one for cosmetics, and the other—closing separately with zippers—to hold the things normally carried by women in handbags. Naturally, the cosmetic compartment is fully equipped with Dorothy Gray cosmetics. Retailing at about \$45, the bag answers the need of stores wishing a "luxury" handbag item to feature; and because it is so well adapted to travel, it has considerable promotional possibilities.

Reversing the usual procedure, the stores were encouraged to start well in advance with their own local missionary work to build interest in the promotion, with national advertising following later. Gray furnished rough layouts, copy and ideas for local advertising. So far, each store has launched the promotion with a bang, either by tying in with some important local event or by creating a newsworthy "occasion."

Collection Meets the Press

In New York City, for instance, there was a luncheon for the press at the Hotel Pierre in January, to introduce the collection and new merchandise; and Altman's began to feature these that very afternoon. In Washington, there was a luncheon at the Women's National Press Club, attended by such notables as Margaret Truman and the wives of diplomats from countries represented in the collection; Woodward & Lothrop had displays and began to feature the merchandise that afternoon. At Filene's in Boston, there was a big celebration, with ceremonies, including a broadcast from Europe, with Harriet Wilensky, the store's fashion director, as commentator from overseas. In Philadelphia, the special occasion was the Poor Richard dinner—which insured the interest of business and advertising leaders.

At this writing, the campaign has been launched in these stores (besides those mentioned above): Rich's, Atlanta; L. S. Ayres, Indianapolis; Maison Blanche, New Orleans; Joske's, San Antonio; A. Harris, Dallas; Carson, Pirie, Scott, Chicago. Working on a tight schedule, there will be coverage of 20 cities by Easter, when the campaign will close.

Keeping to schedule has been made possible through the cooperation of TWA and through the good work of Dorothy Gray's regional beauty counselors, one of whom has been on hand at each airport to take charge of the collections and supervise them



WORLD-WIDE: Designers from many countries cooperate in the Dorothy Gray fashion-cosmetic promotion. Jaumandreu of Buenos Aires contributes the glamour at top; Cole of New Zealand, the seashore sunshine.

through their exhibition at local stores and until safely stowed on the plane en route to the next city on the list.

National advertising starts this month, with full pages in color, in *Vogue*, *Harper's Bazaar*, *Mademoiselle*, *Ladies' Home Journal*, *Cosmopolitan*, *Good Housekeeping* and *McCall's*. Federal Advertising Agency, New York City, has the account.

Copy will utilize the "Trans-World" theme, with geographical symbols, such as maps and globes; and references to the fashion designers cooperating. One advertisement has the headline, "The color that made the world take notice," and has as its illustration part of the

outline of a woman's face, with a globe above it, encircled by a gold (of the fabric shade) ribbon streamer swirling about and ending in the gold case for the lipstick. The lipstick and the woman's lips are shown in the Trans-World Lipstick shade, around which the whole promotion is centered.

The fashion and business press have shown deep interest in the campaign and have helped to keep the interest of retailers high. The February issue of *Harper's Bazaar* carried a double-page spread illustrating the *Hardy Amies* suit (from London), the Lanvin daytime dress, the Philip Mangone coat and the Cole-of-California "Pedal-Pushers."

Newspaper advertising placed by the stores used the themes suggested by Dorothy Gray, with touches of their own. Woodward & Lothrop, for example, used a half-page of space, with a drawing of a woman in tailored clothes and the package containing lipstick and nail polish, against a background showing air routes extending from Australia and New Zealand, to California, Canada, and Buenos Aires.

The "wide world" theme has also made it easy for stores to create dramatic displays, utilizing globes, maps, airplane models and other props. TWA has cooperated in furnishing promotional material.

Stores Use Own Apparel

One interesting point is that the stores are not restricted to using the clothes in the collection; they can, if they wish, use apparel from their own stocks. Some have combined Dorothy Gray cosmetics with other materials, such as posters and props furnished by Gray and Trans-World, and their own merchandise, to create very striking displays.

It is the continuing policy of Dorothy Gray to offer co-ordinated color and fashion promotion to customers. As Bert Carpenter expresses it, "Our job is to create favorable public interest in the trade-mark name and to provide our stores with intelligent plans for offering new items or colors. The details involved in such a program are countless, but we do as much of the work as we possibly can, in order to relieve department store executives of this burden—since, to them, our promotion is only one of many."

"I had to spend almost three months in Europe to get the type of clothes we wanted and to arrange the ordering details for our stores, for this Trans-World promotion. It was worth it, though, for the results have been sensational."

SALES MANAGEMENT



Critic's View Of Latest Sales Films

SALES TRAINING

"How to Drive a Woman Crazy." This is a training, sound-slide film for distributors and dealers of Premier Vacuum Cleaner Division, General Electric Co., 1734 Ivanhoe Road, Cleveland 10, O.

"Harnessing the Rainbow." This sound, color movie, running 29 minutes, is designed primarily for sales training courses in department and specialty stores and home economic groups. It talks about dye fastness. Prints are available from local offices or the Dyestuffs Division, Organic Chemicals Department, E. I. du Pont de Nemours & Co., Wilmington, Del.

CONSUMER EDUCATION

"Hello, Business!" This 16 mm., sound movie tells you how to get the most use out of telephone recorders for local business, long distance, and trans-ocean calls. It's available through Dictaphone Corp., Graybar Building, New York City. This is a Transfilm, Inc. production.

"The King's Other Life." Salesmen take the story of cotton—from the fields, into mills and then to consumers—to the general public in this 16 mm., color, sound movie, running 20 minutes. You can obtain prints and projectors from local sales offices, or from the sponsor, Bemis Bro. Bag. Co., 408 Pine Street, St. Louis, Mo. It was produced by The Calvin Co.

INSTITUTIONAL SELLING

"Money at Work." The New York Stock Exchange, 11 Wall Street, New York City, takes its story directly to the people in this movie. Prints are available for schools, churches, service clubs and other groups. The producer is the March of Time.

"Time Telling Through the Ages." People's curiosity about such things as the watch Napoleon carried, is the lure in this Kodachrome documentary movie issued by The United States Time Corp., 630 Fifth Avenue, New York City. It's a Jerry Fairbanks production.



IDEA CORNER: Buyers go directly to the designers' workrooms to select new merchandise.

Los Angeles Now Rates as Major Buying Center

More and more buyers are making frequent trips to the City of the Angels—and not just for a holiday. There are now nearly a hundred buying offices centered there, handling millions of dollars' worth of purchases. This article includes a "who's who" of the buying offices operating there.

From a middlewestern town, an apparel buyer went to a Los Angeles downtown store, where his clientele was larger, more sensitive to style, and his merchandise range wider.

With his fresh Corn Belt viewpoint, he watched what the Californians were wearing—sports clothes in Spanish and Indian motifs, roomy, durable, just right for the outdoor-indoor life they led. He began buying these local duds cautiously, trying them on the customers, and they sold so well that on buying trips East he would brag to other merchandise men.

"You Californians!" said his friends. "Say, Harry, if those California numbers are so hot, why don't you send me a dozen, next time you find something?"

So Harry Arkin began telling Los Angeles manufacturers to send a small shipment to Tom in Indianapolis, and Dick in Omaha. Before long he was doing a fine business, for which neither the manufacturers nor buyers paid him anything.

He wrote to his buyer friends: "I'm opening an office here to buy California merchandise for one store in a town, on a yearly retainer, and would be glad to have you for a customer."

That was 1932, the year of the Los Angeles Olympics, when visitors from all over the world saw California sports clothes, and when they got an international boost. The buying offices of Harry and Sidney Arkin have prospered ever since, because they originated a service which was needed by retail stores all over the country, and in foreign lands.

Today, Los Angeles probably has more than fourscore buying offices, and they have entered an interesting phase, about which there is a good deal of debate. Growing normally, from 1932 to war's beginning, they numbered a couple of dozen, some independent, buying for client stores over the country, and others shopping that market for chain, mail order, and financially associated concerns.

During the war there was an increase to about 40. The merchandise shortages spurred on the search for goods of almost any kind, and scarcity held down the number of buyers. At the beginning of 1946 there were more than 50, and in January, this year, the *California Apparel News*, which maintains the list, reported nearly 90.

The argument: Is that too many? "No!" say the pros—the word

"California" on merchandise is magic; this market is shopped for the individuality that was first seen in sportswear, but is now found in furniture, housewares, gift merchandise, toys, costume jewelry, ceramics.

"Too many!" say the cons—the California label has some value on apparel, little or none on other wares; manufacturers nearer the big consuming markets are capable of being clever, too, and have advantages in costs, distance and time.

With the Golden Age of shortages over and retailers buying in small quantities, and depending upon well known national brands during 1947, the year of transition from sellers' to buyers' market, these Los Angeles offices will be called upon for different kinds of service. Some may fall out, but the majority will stay, because they are needed. Even the "cons" regard them as one of the town's most solid assets, their influence becoming ever wider and deeper. They are of three general types, with scarcely any two in the same group buying on the same lines:

1. Independent offices that purchase for client stores, on a monthly or yearly fee, or a salary basis. Practically no business is done on commissions, either from the manufacturer or the retailer. Commission plans, tried elsewhere, have never figured in Los Angeles, and everybody seems to be satisfied with the fee or salary basis.

Coming out of the reconversion period, most of these independents are prepared to take on new client stores, or expect to shortly. Some of them buy for certain kinds of store, as department or specialty outlets. One office will concentrate on high-fashion merchandise for exclusive shops, and others buy the general range of department store merchandise.

Buying for one store of its type in a community is a general custom, but that is varied where two or more stores of markedly different types, needing different kinds of merchandise, are taken on.

2. Buying offices for one store, or a chain, or a group of stores, make up the next largest number. Some of them buy only for their companies or groups, and some render a buying service to outside clients.

3. Branch offices of New York

SALES MANAGEMENT



Champion's white paper *keeps books* **IN THE BLACK**

Color is fine in advertising but red ink is bad on annual reports. The best insurance against red ink is well-conceived and well-printed advertising. Champion paper has made conspicuous contributions in this field for more than half a century, by developing and producing better papers for the printing which carries so great a percentage of all selling power. It's a good line, with a paper for every need. Make 1947 a black ink year for your business with more good printing on Champion paper.

THE *Champion Paper* AND FIBRE COMPANY... HAMILTON, OHIO



Manufacturers of advertisers' and publishers' coated and uncoated papers, bristols, bonds, envelope papers, tablet writing and papeterie . . . 2,000,000 pounds a day

MILLS AT HAMILTON, OHIO . . . CANTON, N. C. . . HOUSTON, TEXAS

District Sales Offices

NEW YORK • CHICAGO • PHILADELPHIA • DETROIT • ST. LOUIS • CINCINNATI • ATLANTA • SAN FRANCISCO

City or Chicago buying organizations, either independent or buying for principals, have been established in Los Angeles with its development as a source of merchandise. Some in this category buy for client stores, others only for their own companies or groups.

During the eager search for merchandise while the war was on, many resident buyers went far afield, scouring the Pacific Coast from San Diego to Seattle, and inland to centers such as Phoenix, Salt Lake City, Spokane, which grew industrially. Now that the war is over, the war manufacturers of those places are developing peace goods, and will reward watching.

"What cooks?" in the back country is important to know.

San Francisco has branches of several Los Angeles buying offices, and will soon have more, located in a building which is being remodelled as "Apparel City."

The Los Angeles resident buyer spends a good deal of time with new people, small people, and sometimes strange people, who have ideas rather

than merchandise. And he sends his clients a good deal of trial and experimental merchandise, because that is the nature of the market.

New residents have been streaming into Los Angeles during the war, and before. Many of them are artists, inventors, designers, small enterprisers. Ideas are welcome and passed upon by the motion picture industry, the radio studios, the manufacturers looking for something to make, and the resident buyers.

One Los Angeles buyer, Jane Taylor, has built her business by seeking people with ideas, and guiding their development along sound merchandising lines. She started as an unknown designer herself, was offered a position as buyer for a Los Angeles shop, found designers coming to her with their ideas, and retailers from all over the country coming in search of ideas. And so, upon this demand and supply, built a buying office that serves more than a hundred client stores throughout the country, Latin America, Australia, New Zealand, and Europe.

Buying offices will send their stores

a description of any promising new article, or a sketch, or a sample, or a small trial order. They will make suggestions to the manufacturer, either their own or relayed from their stores, and often develop a novelty that would otherwise have been unsuccessful.

Perhaps more than in other buying centers, these offices are hospitable to novelties. Their buyers are specialists. They like to see things in what chemists call the "beaker" stage, and follow them into the "pilot plant" stage, with the market tests which determine their commercial value. For their client stores look to California for novelties to create store traffic.

The resident buyer puts in his word in the controversy now going on, as to whether California has overdone novelty, and ought to make more staple merchandise, to compete with eastern manufacturers. It is maintained that California thinks mainly of the luxury trade, disregards the mass market, is strong in collector pieces in ceramics, short on table dishes, designs for the smart specialty

Los Angeles Resident Buying Offices

(Courtesy, Los Angeles Chamber of Commerce)

(C) indicates a closed office that buys only for a chain, a group, or a company. (M) indicates men's wear only.

Others are independent buying offices, purchasing on salary or retainer, for client stores, except where otherwise indicated; usually open for more clients; buying general lines for department and specialty stores, except as indicated.

- (C-M) **Affiliated Clothiers of California, Inc.**, 714 South Hill St. (14). (men's and boys' wear.) Charles I. Robinson, manager.
- (C) **Allied Purchasing Corp.**, 756 South Broadway (14). Miss Helen K. Dundas, manager.
- Chick Americus**, 219 West 7th St. (15) (shoes).
- Harry and Sidney Arkin**, 846 South Broadway (14). (all lines.) Harry Arkin, manager.
- Arkwright California, Inc.**, 208 West 8th St. (14). (branch New York City buying office—all lines.) Morford S. May, president.
- Floyd Arnold & Sons**, 860 South Los Angeles St. (14). (commission basis.) Floyd Arnold, manager.
- (C) **Associated Buyers Corporation of California**, 742 South Hill St. (14). (men's, boys' wear.) A. G. Kent, manager.
- Associated Merchandising Corporation**, 846 South Broadway (14). James H. Slocum, manager.
- Hugo A. Bedau and Associates**, 215 West 7th St. (14). (women's and men's apparel.) Hugo A. Bedau, manager.
- Matilda Bergman**, 824 South Los Angeles St. (15). (all lines.) Kenneth Bergman, manager.
- Jack Braunstein of California**, 208 West 8th St. (14). (women's and children's apparel and accessories, specialty stores.) Stewart Trumbull, manager.
- (C) **Butler Bros.**, 208 West 8th St. (14). C. S. Caton, manager.
- Buying Service Co.**, 639 South Spring St. (14).
- California Fashions Buying Service**, 315 West 9th St. (15).
- California Resources**, 520 West 7th St. (14). (tots-teens apparel, toys, furniture, gifts.) Miss Edna Roland, manager.
- Dorothy Caplan and Associates**, 117 West 9th St. (15). (ap-

parel, accessories for specialty stores, gifts.) Dorothy Caplan, manager.

- C & D Dress Co.**, 215 West 7th St. (14).
- Carr Buying Office**, 610 South Broadway (14). (women's specialty shop merchandise.) Ruth Gombert, manager.
- (C) **Cavendish Trading Corp.**, 707 South Hill St. (14). J. A. Carrington, manager.
- Leon and Frank Davidson**, 846 South Broadway (14). (apparel and furniture.) Frank Davidson and Mrs. Dorothy Davidson, owners.
- Miss Thelma Dilbeck**, 215 West 7th St. (14). (women's apparel.)
- Dolan-LeBrun**, 542 South Broadway (13). Arthur C. LeBrun, manager.
- East India Stores of Honolulu**, 810 South Spring St. (14). (apparel, linens, lingerie.) Harry S. Friend, manager.
- Jane Ellis**, 846 South Broadway (14). (home-furnishings, gifts.) Jane Ellis, manager.
- Fernfield Associates, Inc.**, 117 West 9th St. (15). (women's wear, specialty items.) Aaron Schwab, manager.
- Robert C. Fleming**, 646 South Broadway (14). (export only, chiefly women's and children's apparel.)
- Mitzi Freedman**, 608 South Hill St. (14). (exclusive women's wear.)
- (C) **Henry S. Friend**, 810 South Spring St. (14).
- Herbert M. Friend & Associates**, 756 South Broadway (14). (women's apparel and accessories.) Miss Mary Van Horne, manager.
- Nat Gavender, Inc.**, 607 South Hill St. (14). (all lines.) J. J. Gilbert, vice-president.
- Getz-Appel**, 112 West 9th St. (15). (women's apparel, accessories, sportswear.) Joe Getz and Ralph Appel, owners.
- (C) **Grant, W. T.**, 810 South Spring St. (14).
- (C) **Grayson's**, 739 South Broadway (14).
- (C-M) **Charles Greenberg, Inc.**, 124 West 6th (14).
- Gerald M. Greenclay, Inc.**, 846 South Broadway (14). (all lines.) Gerald M. Greenclay, owner.

(Continued on page 50)



Courtesy

Some materials for new telephone service are still scarce . . . but reasonableness, courtesy and kindness we can provide in full quantity, for we make them ourselves on the spot. "The Voice With a Smile" keeps on being one of the nice things about telephone service.

BELL TELEPHONE SYSTEM



Los Angeles Resident Buying Offices

(Continued from page 48)

- Benjamin Grossman, 719 South Los Angeles St. (14). (men's and women's furnishings, household textiles.)
- Handelman Buying Office, 846 South Broadway (14). (all lines.) Miss Dorothy Handelman, owner.
- Nat Hazin & Associates, 355 South Broadway (13). Nat Hazin, manager.
- Hegarty-Hyland, 756 South Broadway (14). (all lines.) P. A. Hyland, general manager.
- Rose Herst-Kerner, 411 West 7th St. (14). (women's and children's apparel and sportswear.) Rose Herst, Samuel S. Kerner, owners.
- Eloise A. Hertzberg & Associates, 112 West 9th St. (15). Leonard J. Hertzberg, manager.
- Ingber-Wein, 824 South Los Angeles St. (14). (women's apparel, accessories, lingerie.) Jack Ingber, manager.
- (C) Interstate Department Stores, Inc., 756 South Broadway (14). Miss Mary A. Walsh, manager.
- (C-M) Bill Irving, 117 West 9th St. (14). (women's, men's, children's apparel.)
- Isip Bros. & Co., 108 West 6th St. (14). (apparel, textiles, notions, home appliances.) Russell W. Bledsoe, manager.
- Grace Katz, 520 West 7th St. (14). (home-furnishings, gifts.) Grace Katz, owner-manager.
- Kay Kelley Associates, 610 South Broadway (14). (women's, children's, infants' apparel.) Kay Kelley, manager.
- Kirby-Block & Reilly, Inc., 607 South Hill St. (14). (department store and specialty lines.) Robert J. Strauss, manager.
- (C) Kline Bros. Co., 112 West 9th St. (14). A. L. Kline, manager.
- Barney B. Kline, 111 West 7th St. (14). Miss M. Mina, manager.
- (C) Wm. T. Knott Co., Inc., 756 South Broadway (14). Miss R. Gibbons, manager.
- (C-M) Arthur B. Kort, 643 South Olive St. (14).
- Ann Krauch and Marion Hatch, 661 South Catalina Ave., Pasadena. (infants' and children's apparel, toys.) Ann Krauch, manager.
- (C) S. H. Kress & Co., 621 South Broadway (14).
- (C-M) La Mesa California Buying Agency, 112 West 9th St. (14). (men's, and boys' wear.) Ralph Bird, Jr., manager.
- (C-M) Ben Landers Associates, 332 South Broadway (13).
- (C) Lerner's, 356 South Western Ave. (5).
- William Loweth of California, 111 West 7th St. (14). (women's apparel, accessories, specialties, children's wear.) Miss Florence Baedor, merchandise manager.
- Kay MacGregor, Inc., 756 South Broadway (14). (women's and children's wear, toys, accessories.) Mrs. Edna Keefe, merchandise manager.
- (C) Mandel Bros., 607 South Hill St. (14). (Mandel Bros., Chicago.) Mrs. Eleanore Ware, manager.
- (C) Meier & Frank Co., Inc., 846 South Broadway (14). (Meier & Frank Co., Portland, Ore.) Sam Kline, resident mgr.
- Mesirow-Jerry Kaye, 403 West 8th St. (14). (all lines.) N. S. Mesirow, manager.
- Corinne L. Meyer-Kerner, Inc., 411 West 7th St. (14).
- (C) Montgomery Ward & Co., 112 West 9th St. (15).
- Lee Morgen & Associates, 112 West 9th St. (14). (women's apparel, accessories, children's wear.) Miss Lee Morgen, manager.
- Mutual Buying Syndicate, 607 South Hill St. (14). J. Paul Eliott, manager.
- Milton Oberdorfer, 719 South Los Angeles St. (14). (women's and children's apparel, accessories.)
- (C) Ohrbach's, Inc., 846 South Broadway (14). (apparel.) Miss Lucille Glazer, manager.
- Reading Fashion Service, 707 Broadway (14). (women's specialty shop lines.) E. Allan Reading, manager.
- Roberts Buying, 846 South Broadway (14). (ready-to-wear.) E. J. Roberts, manager.
- D. Roditi & Sons, Inc., 1151 South Broadway (15). (Buys chiefly for export.) John H. Klein, manager.
- (C) Roos Bros., 714 South Hill St. (14). (apparel, accessories, sportswear and equipment, leather goods, gifts, men's and women's wear.) Monte Castle, manager.
- J. K. Rosenberg Co., 111 West 7th St. (14). (women's apparel and sportswear for specialty shops.) Miss Elizabeth Witt, manager.
- Runyan Buying Service, 215 West 7th St. (14). (women's ready-to-wear and kindred lines.) Miss Marie Runyan, manager.
- (C) Sears Roebuck & Co. Stores, 2650 East Olympic Blvd. (23). Howard Schlesinger, 117 West 9th St. (15).
- A. L. Shelton, Inc., 219 West 7th St. (14). (wearing apparel, shoes, for Far East.) John S. Amestoy, manager.
- Shopping Counselors of California, 112 West 9th St. (15). Ida J. Montagna, Manager.
- Sims & Co., 19 North Catalina Ave., Pasadena.
- Mrs. Alice H. Spear, 2322 Teviot St. (26). (women's and children's apparel.)
- (C-M) John Sutherland, 756 South Broadway (14). (men's and boy's wear.)
- (C) Sweetbriar Shops, Inc., 649 South Olive St. (14).
- Taylor-Goldstein, 355 South Broadway (13). (women's and men's ready-to-wear for specialty shops.) R. S. Taylor, manager.
- Jane Taylor, 945 South Los Angeles St. (15). (all lines.) S. L. Taylor, manager.
- Mrs. Olive Thompson, 3970 West 7th St. (5). (infant's, children's, misses' apparel.)
- Ben Wanetick & Associates, 355 South Broadway (13). (women's wear.) Ben Wanetick, manager.
- Cyril Wiener, 818 South Broadway (14). (women's ready-to-wear.) Cyril Wiener, manager.
- Wolfe Associates, 608 South Hill St. (14). Miss Pearl Wolfe, manager.
- Monna Wood, 756 South Broadway (14). (women's apparel, accessories, jewelry, specialties.)
- Yahr-Donen Corp., 112 West 9th St. (15). (women's, children's apparel, accessories, gifts.) Miss Sally Young, manager.

shop, but has nothing to attract dime store buyers. . . .

"This is simply talking of two different things," says the resident buyer. "The first is the industry and trade we have already built on novelty, and the other a potential industry and trade in staple merchandise, to be built tomorrow, as difficulties of distance and freight are conquered.

"There is no point now in shipping California furniture to Detroit if it merely competes with Grand Rapids furniture. But if the Los Angeles

product is original in design, then it can be shipped to sell to a certain upper-income market, and the stores that sell to such people will be glad to have it. The buying offices here are constantly seeking that market value in merchandise that must pay heavy freight.

"But at present, there is no corresponding merchandise to ship for the medium and popular price markets. It undoubtedly will be developed here. But until it materializes, the resident buyer will shop this market as he always has, for novelty first.

Just as in happier days buyers went to France for fashions, and the *article de Paris*, so they come here for characteristic California fashions, and the innumerable small wares which compare with novelties normally made in Paris. To drop novelty, and turn to staple merchandise, would be to drop a certainty, and turn to an aspiration."

But perhaps it has progressed beyond the aspiration stage.

For a dozen years, Sears, Roebuck & Co. has been hospitable to Los Angeles merchandise, and to that

SALES MANAGEMENT



TO YOUR Health

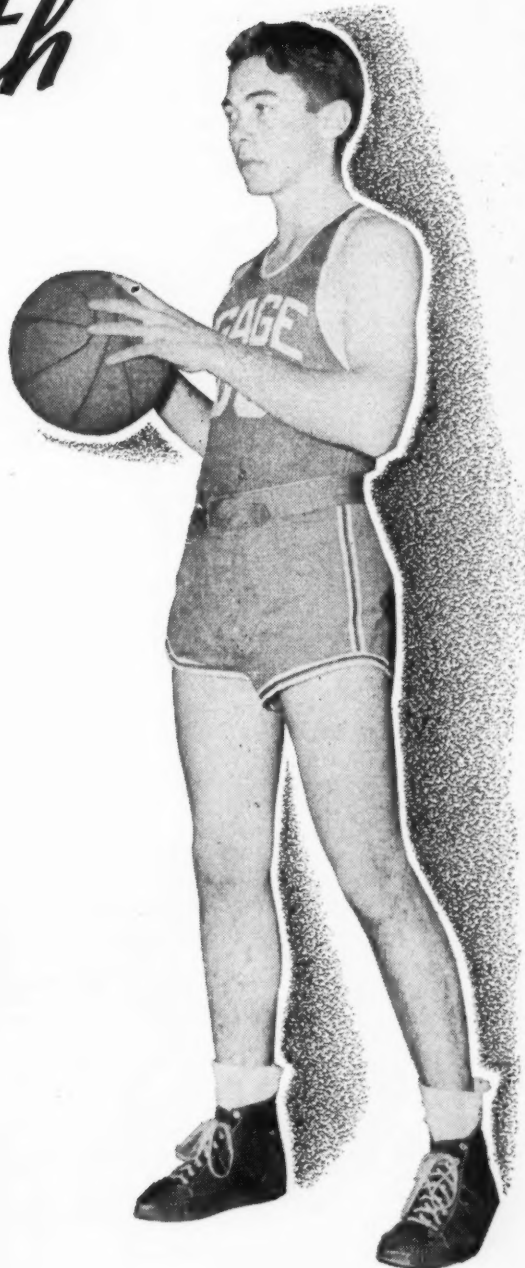
Bob Berry, fifteen-year-old Ellis county, Oklahoma, boy, took first health honors for boys at the annual 4-H congress held in Chicago last December. His competition? A million and a half 4-H youngsters who know the value of and practice keeping fit since health is the 4th H in the creed of this national farm youth organization.

Bob says "We are prone to give more attention to the producing of a prize winning calf or champion sheep than to the health of the boys or girls who raise them. Too often fine fat animals are exhibited by a scrawny youth."

Bob Berry's philosophy is shared by more than 42,726 Oklahoma and Texas boys and girls enrolled in 4-H Club health projects in 1946 . . . a sizeable factor that advertisers should not overlook in analyzing the market available through The Farmer-Stockman.



Bob Berry's Hampshires are county and state fair winners. He is grooming two Shorthorn calves for 1947 shows. Has completed thirty-three 4-H projects valued at \$5,000, earned \$300 in awards.



Bob Berry has played guard on his highschool basketball team for two years . . . keeps in trim by operating his dad's two tractors and by milking six cows twice a day.

THE FARMER-STOCKMAN

Oklahoma City • Dallas

THE OKLAHOMA PUBLISHING CO.: THE OKLAHOMAN AND TIMES—WKY, OKLAHOMA CITY—KVOR, COLORADO SPRINGS
KLZ, DENVER AND WEEK PEORIA UNDER AFFILIATED MANAGEMENT—REPRESENTED NATIONALLY BY THE KATZ AGENCY

produced in the West generally, and not for novelty alone. This company, in opening western retail stores, believed that because it sold so much merchandise to westerners, by mail and over the counter, it ought to buy as much as possible in the West. And not alone for reciprocity. If western merchandise were otherwise satisfactory, there would be savings in freight, and time, and other advantages.

So Sears, Roebuck buyers have always been willing to examine anything brought to them, to make sug-

gestions and market tests, and if the western product met requirements, to buy for its western business, and frequently for its national business.

In other buying centers — New York City, Chicago, St. Louis, Dallas — there is so much business massed together, for economy in buying, that the manufacturer of a popular-price product, in the Middle West, would find it necessary to visit those buying mass markets, or at least the one nearest to his factory. If his product were suited to their trade, he could

Reprints of this article and the accompanying lists will be available about April 1 through SALES MANAGEMENT'S Readers' Service Bureau, price 10c each, remittances with orders.



there are a lot of eggs in our "basket"

Among them are top NBC shows, consistent first Hooper ratings season after season, middle of the dial frequency at 790, the publicity and prestige backing of the Commercial Appeal — the South's greatest newspaper — and many others.

You can put your advertising dollars in one basket in Memphis — that's WMC, the station most people listen to most in the Mid-South.

WMC

**MEMPHIS
NBC**

5,000 WATTS DAY & NIGHT

**OWNED AND OPERATED BY THE COMMERCIAL APPEAL
NATIONAL REPRESENTATIVES: THE BRANHAM COMPANY**

"When it's Memphis you WANT, it's WMC you NEED"

sell more of it to resident buyers there in a shorter time than in any other way. But if he made something like sportswear, and found that nearby upper-income shops were buying their requirements through Los Angeles buying offices, he might either have to sell direct or seek other outlets.

"The smart thing for that manufacturer to do," says a veteran Los Angeles resident buyer, "would be to pick up his factory and come on along out here. He has established himself into an industry, but is not in its center, and as long as he is away from the center, he will have to meet its competition under big handicaps.

"In Los Angeles, he will find his market right downtown, in the buying offices, and can sell to thousands of retailers of every type, through our buying offices.

"He will also find the fashion trends, the designers, the skilled workers—everything he needs to be in the swim—going along with his industry, and he will be a leader, if he has what it takes.

"Also, he will like living here. Most of us came here because we liked it, and have built this market on our experience and skills. He is just arriving a little late. For his business, if that's the kind of business he has gone into, better late than never. There is always room to grow in California."



SALES MANAGEMENT

SET the dial — and a good range delivers exactly the heat you want for a specific purpose.

Better Homes & Gardens delivers just as precise a result if your product goes into homes. Because —

The editorial content of Better Homes & Gardens (100% service to homemakers) screens out all except those readers who want the things that make for better living in a better home.

That pretty much screens out the drugstore breakfasts, and one-room apartment dwellers who are well contented with their lot.

But it screens in 3,000,000 prosperous husbands and wives. How to feed the baby or roof the garage; what the new ranges are like and how to buy a freezer; how to plan the living room to get the most living out of it — that's the kind of stuff that keeps 3,000,000 up-to-date homemaking families poring over BH&G.

They spend billions every year filling the wants of 10,000,000 folks who use more cars, more radios, more ranges, more carpets, sofas, rosebushes, bacon, gingerbread mix, ping-pong tables, lamps and roller skates than any other group in the world — because they're the folks who lead a busy home-centered suburban-type of life.

It's 100% service in Better Homes & Gardens that brings this eager open-minded open-handed market to you.

And it's the same 100% service that will bring you the sales. Why don't you start right now?

fresh facts on SERVICE THAT SELLS

Who knows—maybe these facts can show you the way to a more efficient, more up-to-date media list. If your product sells in the home market—and which one doesn't?—the BH&G representative has a lot of pertinent data to show.



Better Homes and Gardens

America's First Service Magazine

Circulation Over 3,000,000



DESIGNING TO SELL

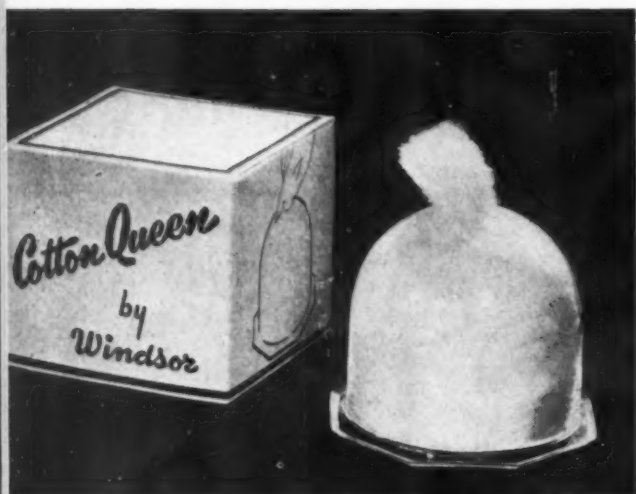
UNIVERSAL ELECTRIC BLANKET: Made by Landers, Frary & Clark, this electric blanket comes with a "Slumber Sentinel" temperature control. Audible click tells when current is off.



COIN-OPERATED RADIO: RCA enters the coin-operated instrument field with a slug-proof, pick-proof and virtually theft-proof radio for hotel rooms, clubs, etc.



CLEAVERS FOR HOME USE: Chas. D. Briddell, Inc., introduces two new cleavers with colored plastic handles. Can be used for butchering fish, fowl, tenderizing meat.

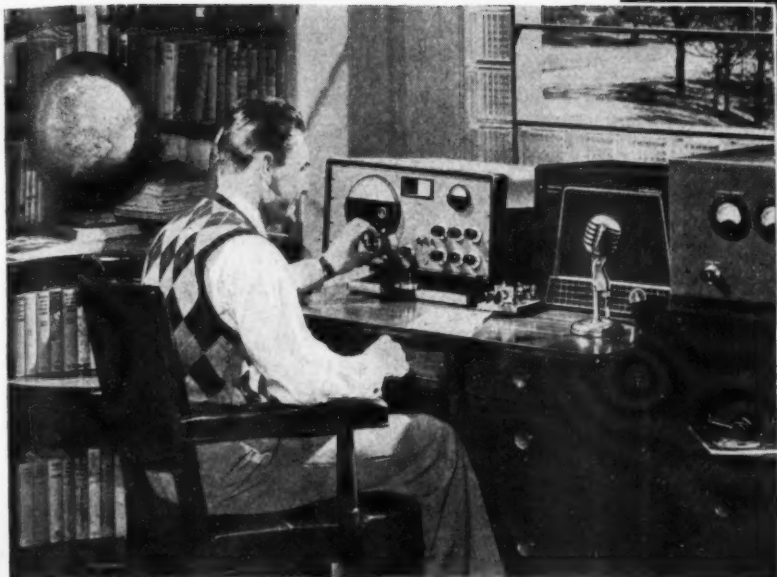


PLEXIGLAS COTTON DISPENSER: Moisture-proof, curved receptacle holds specially coiled cotton. Distributed by Schubert & Witkin, Inc.



NEW DERMETICS PACKAGE: "Mist, Charm of the Redwoods" toiletries have modernized packages with solid silver background and overlaid "misty" effect. Lettering is in black and green.

SALES MANAGEMENT



HAM SHACK GOES MODERN: Finding room for the equipment above (ham operators deemed it all necessary) was the housing problem solved by the Hallcrafters compact, streamlined short-wave radio (left).

The Business That Was Born in "A Pile of Junk in the Attic"

Based on an interview with

WILLIAM J. (BILL) HALLIGAN • President, The Hallicrafters Co.

Until Bill Halligan came along and designed a radio set for "ham" radio operators, these hobbyists built their own. Most of them looked like Goldberg nightmares. Today Hamster Halligan serves a lucrative, fast-growing market.

There are somewhat more than 100,000 licensed amateur radio operators in the United States. It is estimated that within two years there will be around 250,000. The average amateur owns, probably, approximately \$250 worth of equipment. It won't take much lead off the end of your pencil to figure out what this means in investment; in round numbers, say, close to \$25,000,000 right now; by 1949 an added \$37,500,000 or, total, \$62,500,000.

Who are these amateurs? Well, they're the "hams" who fill the short-waves with the clickety-click of Morse code and voices from Maine to Java and from Cape Town to the Aleutians. Why so many of them? Lay it to the war. Hundreds of thousands of men and women, in the

Armed Forces, learned something of radio communication that otherwise never would have touched them.

Playing with short-wave radio gets into the blood. It's like golf fever, or hunting or fishing or bridge. People become addicts and cannot do without it. There is no known cure.

The making of a ham is far different now from what it was a few years ago—back in the beginning. In those days, the ham built his own receiver and transmitter. These consisted of a ton or more of equipment piled tier-on-tier in a jungle of wiring, usually in attic or basement, and the area of operation was most often a forbidden ground to other members of the family. In this maze, cleaning and dusting were tabu lest gimmicks, gadgets and frolics be displaced. The

chief hazard in the life of the ham all too commonly was an infuriated wife who might run amuck and start slicing off heads beginning with the OM, which is radio jargon for the old man.

The XYL, which is ham-code for the ham's wife, is a changed person now. She can even become sympathetic or interested. The ham shack, which was the name epithetically applied to the old, cluttered basement or attic, has undergone a most amazing change. This is due largely to the dreams of one Bill Halligan, president of The Hallicrafters Co., Chicago, who was born the year that Marconi started the whole business. Thus his life encompasses the entire gamut of radio.

Back in the 1930's when Hallicrafters were still fighting for existence by operating as parts manufacturers for larger and older radio producers, Bill Halligan, always a ham at heart, decided that ham-sets ought and must be simplified and reduced to the least common denominator. At that time the better workable receiver and transmitter set-up was

NO TYPE

used in this ad!

Anyone, anywhere can set type this new, practical way. Fast, economical—just the thing for heads or complete ads. Cardboard letters are automatically aligned when set into Fototype composing stick. No metal type, no messy ink, no impressions to pull. Over 75 popular types to select from, each packed in a compact, refillable leatherette case.

Free
New 24-Page
Catalog

FOTOTYPE
CHICAGO

1416 Roscoe St., Chicago 13, Illinois

an awesome thing, as immobile as a brick house, and usually costing around \$3,000. Its cost kept it out of the range of kids, and Bill Halligan wanted to produce a generation of kid radio hams.

"Produce a set that is compact," he told his engineers. "Get rid of weight. Make it smaller, smaller, smaller."

"He wants something that will float," moaned one of his harassed aids.

Here's what came out of his dream and his factory:

By designing and tooling for mass production, and through studied consumer-type merchandising, he is inducing amateur radio fans to buy complete factory-built receivers and transmitters. That's almost as revolutionary as short-wave was in the beginning. Up to now amateurs had always "rolled their own." That was cheaper and a part of the fun. But Hallicrafters-manufactured sets, receivers especially, provided much superior performance to anything the amateur could achieve on his own—and for the same money or less.

Then, too, scientific, precision-built, and laboratory-tested receiver circuits became much more complex during the war. War-time operators

got used to factory-perfect equipment. It meant that something unattainable in the old, shack cluttering days could now be had in a package at a price heretofore thought impossible.

In this manner Hallicrafters, which is Halligan, created a line of receivers, one for every pocketbook. There's the S-38, for the beginning ham, at \$47.50. There's the S-40, for the more prosperous and discriminating, at \$89.50, and now the SX-42 for the connoisseur at \$275. Hallicrafters merchandises each model aggressively, providing the beginner's set, for kids, at a price that lures them to make the investment; a high-price set for the older hams who might drop out if they had to build a better receiver, but who probably couldn't take the time to do it.

Put Performance First

In designing peacetime receivers and transmitters for the world's hams this first principle was established: Spend little on the wrapper. The idea, Bill Halligan explains, is to build "everything" into the working mechanism and leave the "box" very plain except for those who want and are willing to pay for the added refinements. Run-of-mill hams, he explains, put performance first. However, appearance should not be overlooked. Out of this came four orders. They were:

1. Give the ham more communications for his money than he ever had before.
 2. Combine functions, that is, in one receiver formerly accomplished by three separate units; that is, low and high frequency AM, and FM reception, and yet keep the set in the \$250 to \$275 range.
 3. The set must be attractive enough to be acceptable in the living room or library.
 4. It must be easy for the inexperienced person to operate.
- Raymond Loewy Associates were called in to give the ultimate in functional design. The result is the first commercial receiver ever built to incorporate beauty of design, FM and continuous AM coverage from 540 Kc. to 110 Mc. This includes the standard American broadcast band and foreign broadcast bands. Hallicrafters names this receiver the SX-42.

To break down sales resistance and make the ham set acceptable to the ham's wife, it seemed vital to simplify operation. Ten knobs and three

SALES MANAGEMENT

R_x For Training
and Promotion—
MOVIES • SOUND SLIDE FILMS
TECHNICAL MANUALS
CHART PRESENTATIONS
MEETING GUIDES • POSTERS
*To be taken
as needed*

ASK YOUR PHYSICIAN why he doesn't prescribe the same medicine for every ailment—and why most prescriptions have several ingredients.

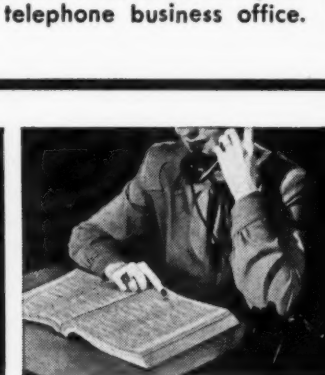
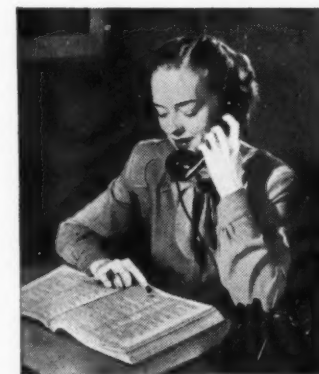
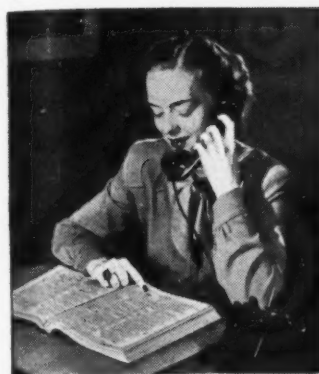
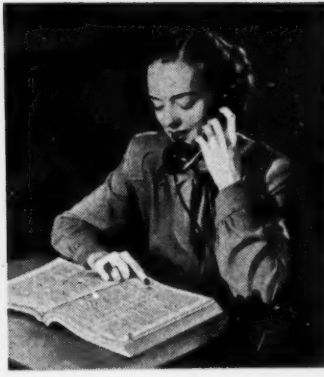
Ask us why we always recommend the media which can work together best to solve our clients' training problems.



Florez
INCORPORATED

815 BATES STREET
DETROIT 26, MICHIGAN

FORMERLY VISUAL TRAINING CORPORATION



It happens all the time

Again and again and again, shoppers consult the 'yellow pages' of their telephone directories when they are ready to buy.

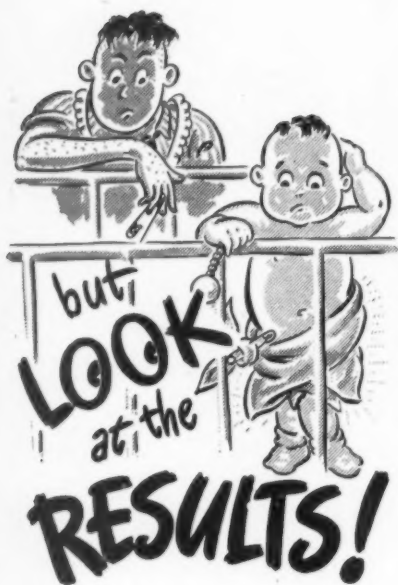
Will prospects be directed to your authorized dealers to buy your branded product . . . when they look in the 'yellow pages'? They will when you use Trade Mark Service.

Simply arrange to have your trade mark displayed over the listings of your local outlets at the proper classification of your business. Then, prospects find out in a jiffy where to go for your brand or to get factory-authorized service.

Trade Mark Service localizes national advertising . . . helps bring prospects and dealers together.

For further information call your
local telephone business office.





AHREND CLIENTS HAVE WON 22 NATIONAL AWARDS IN THE PAST 4 YEARS

YES, it takes real "know-how" to do a job right . . . to produce the **RESULTS** you want.

Creating successful, resultful Direct Advertising calls for plenty of "know-how," too . . . the kind that comes only with long experience.

Ahrend's staff of 250 experts has the experience, the "know-how" to meet *your* problem effectively, economically, *profitably* for you.

For any, or *all* of your advertising requirements, whether it be a single promotion piece or a complete campaign . . . put Ahrend "specialists" to work for you.

Write or phone
MU 4-3411 TODAY!

D. H. AHREND CO.
Creative Direct Advertising

333 EAST 44th STREET • NEW YORK 17, N. Y.



THE RADIO MAN'S RADIO: Sales displays demonstrate the styling of the receiver—a special speaker cabinet has been designed for use in living rooms.

switches on the operating panel of the SX-42 are necessary for amateur and commercial operation, but to those not initiated in technical radio all these knobs and dials are confusing.

Hallicrafters designers, assisted by the Loewy group, devised a system of marking red dots on knobs to indicate the correct position for listening to the broadcast band. This is an important sales point. Wives who formerly objected to the purchase of an amateur radio receiver in preference to a console, especially when the budget would not permit both, are changing their viewpoint when they find that they can operate the SX-42 without difficulty. The tone of the set, of superior quality, is also a good sales factor.

There has been no effort to place the stylized SX-42 receiver in a wood cabinet. It's housed in a rugged metal cabinet. With its gray, black and green color scheme, the set has functional beauty all its own. It is not designed to look like furniture; it looks exactly like a radio. Hallicrafters has, however, designed some highly decorative bass reflex speakers to be used with the new receiver.

The sales program for the SX-42 started with splash advertising in *QST*, the amateur radio magazine. Hallicrafters bought eight full pages of advertising in the December issue and dealers bought 98 additional advertisements. Point-of-sale displays were sent to all dealers together with suggestions for Christmas decoration centering around the SX-42. These displays stressed the ease of operation for women and children and the technical values of the unit. *XTAL* (Crystal) magazine was used to reach

Canadian members of the amateur fraternity.

To reach the inner circles of radio, Hallicrafters has used technical magazines regularly, during the war and with the return of peace, usually employing full-page space. Among the publications thus used are: *Broadcasting*, *Radio News*, *Communications*, *FM Radio-Electronics*, *Radio Electronics*, *Electronic Industries*, *Proceedings of the I. R. E.*, and the *Radio Amateur's Handbook*. These publications have a combined readership of more than 1,000,000 persons who have definite interest in radio.

So far, 51 magazines have been selected to carry the Hallicrafters story to radio fans, the ham field and the general public in 1946. It is planned to expand this schedule as soon as sufficient production is available to justify the step. Special copy will be written to tell a specialized story to each of several fields as marine, aircraft, ham and home sets.

The ham market, however, is expected to remain the heart of the Hallicrafters business. The business has been founded in the main on short-wave. Tune in on the short-waves any night and you'll hear Hallicrafters fans, maybe in Java, perhaps in Australia or Africa, possibly in central China, talking about the performance of their sets and, usually, they'll add that they are using Bill Halligan's ham sets. They take pride in them.

It's a subtle form of selling, given freely and without cost, profiting Bill Halligan and the Hallicrafters, clickety-click and in many tongues and accents, on the short waves while the most of the world sleeps.

SALES MANAGEMENT

Booklet Explains Machine Age to Labor

It spearheads DoAll's four-point factory education program.

Acting on the belief that management should assume part of the responsibility in guiding workers, The DoAll Co., Des Plaines, Ill., has launched a highly educational program on the "machine age."

"Purpose of the program," says E. R. Haan, director of public relations, "is to help improve prevailing conditions of discontent and confused thinking among industrial workers, caused by unfounded economic doctrines and crackpot philosophies. . . ."

The program is being put in motion by free distribution of a booklet, "Your Life in the Machine World," written by Leighton A. Wilke, DoAll's president. In it is a brief story of how the machine age developed; how machines, backed by science and invention to utilize the power and resources of nature, bring modern comforts and better living. Accompanying the booklet is a large wall chart which is the companion piece. Together these two pieces comprise an educational program which:

1—Gives basic, visual understanding to all laymen concerning the complex machine age and its problems.

2—Is of value to improve prevailing conditions of discontent and distrust caused by false economic doctrines.

3—Provides common ground for cooperation of Government, Management and Labor in solving economic problems.

4—Will help to promote employer-employee relations.

"Free distribution of the booklet to workers in organizations throughout the country," Mr. Haan points out, "can have the same beneficial results as it has had in our own organization. The more workers who receive copies of the booklet, the better for all."

The DoAll Co. will be glad to send—at less than cost—as many copies of the booklet as an organization may need for its plant workers.

"Response and cooperation to further this mutual cause," says Mr. Haan, "have been gratifying—have exceeded our modest anticipation of a real hearty welcome for the booklet—and it is getting into workers' hands."

MARCH 15, 1947

**TROY, N. Y.
ABC CITY ZONE**

**If You Aren't In
The Record
Newspapers You
Aren't Covering
This 121,000
Consumer-Buyer
Market**

**99.8% Coverage
At Only 14c Per Line!**

**THE RECORD
NEWSPAPERS**

• THE TROY RECORD •
• THE TIMES RECORD •

TROY, N. Y.

awards of CONFIDENCE

1189
ADVERTISING AGENCIES

4461
ADVERTISERS PLACED

12,292
PAGES OF ADVERTISING

in these Haire Publications
during the year 1946



HAIRE

SPECIALIZED BUSINESS PAPERS

1170 Broadway • New York 1

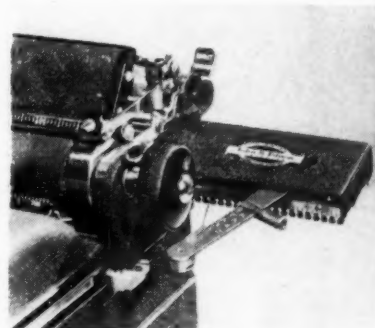


PRE-HARVEST SPRAY: Dropped from an airplane 25 to 40 feet above fruit trees at 15 to 20 acres an hour, "Endrop" prevents apples from falling prematurely.

Coming Your Way

.....**endrop**, a new pre-harvest spray which prevents apples from dropping prematurely, has been developed by Shell Oil Co., Inc. The material serves as a carrier for alpha naphthalene acetic acid and delays fruit-drop until 10 days and sometimes as much as three weeks after it would normally occur. Growers who apply Endrop at the proper time may spread the picking of the fruit over a longer period and thus level labor requirement peaks and reduce losses. The spray also allows the fruit to color more fully. The product achieves its unusual results, the company claims, by delaying the development of a weakened condition at the end of the stems.

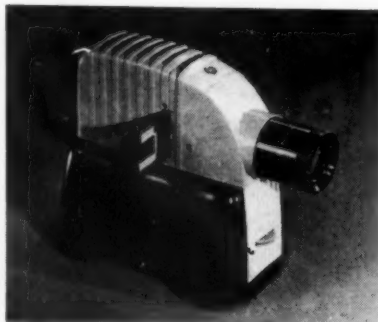
vice, typewritten matter will simulate the appearance of printed matter, the space between each character in the line of typing being either condensed or expanded unnoticeably, bringing the lines out



JUSTIFIES right-hand margins

to a perfectly straight margin. Justifier Sales Co., distributors of the device, point out that use of the Margin Justifier will assist in the preparation of much more attractive catalogs, price lists, sales and service manuals, form letters, parts lists, etc. In fact, use of the accessory assures greatly improved appearance of material that is normally reproduced by means of any of the three major duplicating processes that use typewritten text matter—stencil, fluid and offset.

.....**kodaslide projector**, which is said to deliver more light to the screen than any other projector created for 2 x 2 transparencies, has been introduced by the Eastman Kodak Co. However, it will not be introduced commercially for



PROJECTS 2 x 2 transparencies

.....**margin justifier**, a simple accessory for the typewriter permits an operator to type letters or prepare copy with justified (evenly aligned) right-hand margins. Called the Edison Justifier, it may be installed on all standard typewriters. Through use of this de-

SALES MANAGEMENT



To picture
the promise in
your product,
use films...

*...most expressive
advertising medium there is*

PICTURE your *product*, and you'll sell some people all right. But picture its *promise*—the things it will do to make buyers healthier, wealthier, and wiser—and you'll sell a great many more.

How picture this promise?

With the one medium that has range and versatility enough for the purpose . . . the one medium that puts pictures, color, motion, and sound at your disposal . . . motion pictures and slide films.

More widely used today than ever. As advertisers have learned the wisdom of accenting product promise . . . have become familiar with the great forward strides which the film industry has made in production, projection, and distribution techniques in the last few years . . . more and more of them have

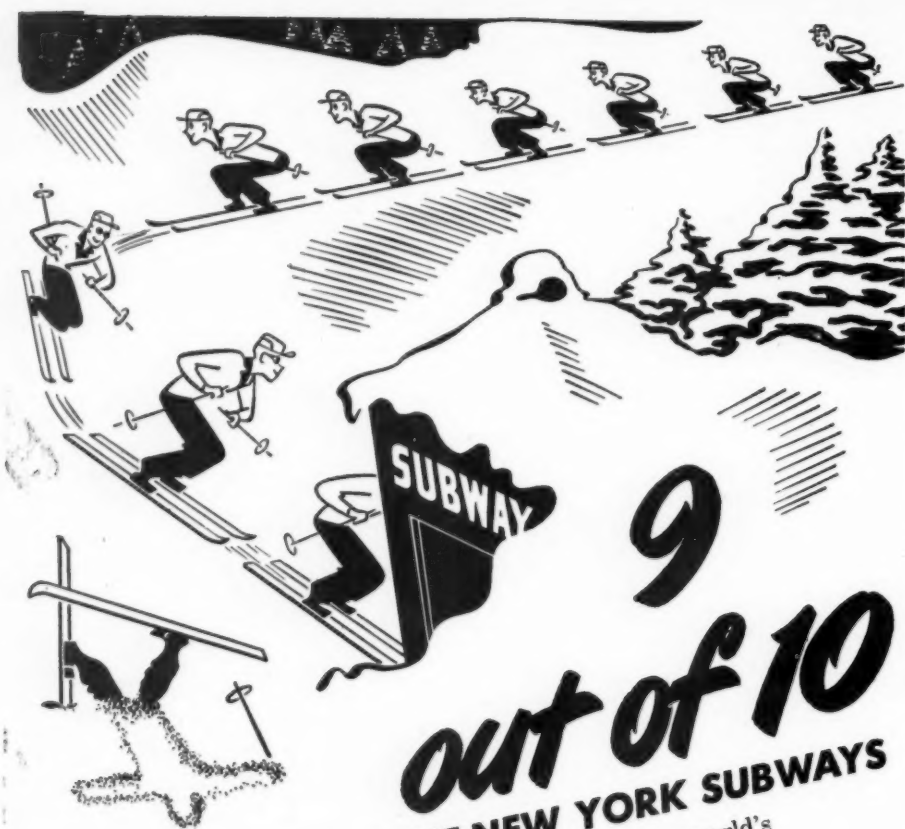
started using films as a basic advertising medium.

Perhaps you're thinking of doing so, too. If you are, call in a commercial film producer. He'll help you get started right.

EASTMAN KODAK COMPANY
Rochester 4, N. Y.

Business Films
another important function of photography

Kodak



ADULTS RIDE THE NEW YORK SUBWAYS

Coverage: Subway car cards cover 90% of the world's biggest market!



23 MINUTES PER RIDE

Exposure: Time enough to memorize your message forward, backward, and sideways!



26 RIDES A MONTH

Repetition: Car cards become as much a part of New Yorkers' daily life as the products they advertise.



Color—all you want! Car-card realism acts as additional shelf display—and impact is registered near point of sale.

**NO OTHER NEW YORK MEDIUM
GIVES YOU SO MUCH OF ALL FOUR:
COVERAGE... EXPOSURE...
REPETITION AND COLOR**



**NEW YORK SUBWAYS ADVERTISING
COMPANY, INC.**

CAR CARDS • STATION POSTERS

Member of NATA

630 Fifth Ave., New York 20, N. Y. • 410 N. Michigan Ave., Chicago 11, Ill.

a period of several weeks. Suitable for uses ranging from home to theatrical projection, the new Master Model is supplied with a 1000-watt lamp and may be used with any of four other lamps of from 300 to 750 watts. In addition, five projection lenses are available for use with the projector. Condenser and projection lenses are Lumenized—coated with a microscopically thin layer of magnesium fluoride to reduce internal reflection and increase light transmission. A most efficient type of heat-absorbing glass is employed in this optical system. The Master Model is extremely simple to operate. The lens focusing is controlled by turning the barrel and a single knob controls the tilting mechanism. Used with a 1000-watt bulb, the new projector will project a transparency 76 feet with the 5-inch f/2.3 Ektar lens, yielding a screen image 228 inches wide. The 11-inch f/3.7 Ektar lens will throw an image 192 inches wide 140 feet.



TARGET GUN for rumpus rooms.

.....**harmless target gun**, a peacetime version of the deadly Johnson light machine gun so widely used during World War II, has been developed by Melvin M. Johnson, Jr., president, Johnson Automatics, Inc. It has been designed for use in rumpus rooms and in garden games. It is going on the market as part of a kit containing targets and ammunition made of harmless pellets.

.....**clearview letter scale** permits the user to determine postage requirements quickly and easily. One simply drops any sealed letter behind the 3-way-dial-face and instantly sees the correct postage for 1st class, Air Mail, and 3rd class mailing. It is sturdily built and is made by the Metal Specialties Manufacturing Co.

SALES MANAGEMENT

BY JAMES C. CUMMING • Vice-President, John A. Cairns & Co., Inc.

79



Thrifty Choice for Lower Sales Costs

**Let WTAR-Norfolk
widen your PROFIT-margin**

WTAR's outstanding audience delivery per advertising dollar makes it your thrifty choice for quicker sales, richer profits. Compare it with any you choose to check.

You Get . . . A compact, accessible market (650,000 in the metropolitan area alone) with more to spend now than ever before, says every index. And you sell them at less cost because . . .

WTAR Gives You . . . One-station, one-cost control of this substantial market; more

listening customers than all other stations combined, outside listening practically nil. (Hooper, Oct.-Nov. '46.)

Prove It . . . Here's your top value market-media team, ready—right now—to do an efficient and profitable job for you. Let us tell you more about it.

National Representatives: Edward Petry & Co.

NBC AFFILIATE
5,000 Watts Day and Night

NORFOLK, VIRGINIA



quarters, it's also true that many managers can arrange windows at their own discretion when they see a good idea or when they feel that an item is important enough to warrant special consideration. The managers are always receptive to photographs of good model windows; therefore you should include a regular flow of such photographs in your plans. And you should remember, in making them, that since chain displays are *mass* displays, you will be wise not to try to hog the entire window. Showing your product as a section of a complete window will result in getting you more actual displays.

How do you get these photographs? There are two ways to do it. You can set up a model display of your product in your own office or at a local display house, and have it photographed. Or you can photograph an actual window in a chain unit that may be trying out your product. Either way will give you usable pictures that will produce results when you put them before store managers.

3. Your business paper advertising should take on a new perspective. In selling through department stores or similar outlets you would use your business paper advertising to talk to buyers. In selling to chains, on the other hand, you'll be making the best use of the space you buy in *Chain Store Age* and *Syndicate Store Merchandiser* if you use it to carry your message to store managers and order girls.

Why? Because the chain store buyer can be sold personally, by your own salesman, but the store manager can't. And your selling job can not stop with the buyer if you're going to make a success of selling through chains. It's not often that the buyer will decide your item is so important that he makes it a "check point" item, which means *must* to the manager. Most items are listed as "general" items, which means that the manager can order them in if he wants them. Therefore you must sell the manager, and you must keep him sold.

Your best way to do this is to supply the manager with a steady stream of merchandising information about your product, through your advertising in the publications that reach him. In deciding what kind of information will be most useful to the manager, this check-list should be helpful to you.

Use your advertising in chain store business publications to:

1. Announce new products.
2. Give specific product information.
3. Show your complete line.

MARCH 15, 1947

4. Emphasize the profit possibilities in your product.

5. Merchandise your consumer advertising.

6. Feature window display ideas.

7. Suggest counter display arrangements.

8. Build good-will.

9. Announce availability of merchandise.

10. Promote seasonal products.

11. Establish your brand name.

12. Emphasize the quality of your product.

13. Describe consumer literature available for store use.

14. Announce special deals.

15. Name the selling points of your product that put it ahead of competition.

For example, Tintz uses its business paper advertising to tell managers exactly how to arrange their hair dyes on the counter. "Tintz sells best," says a typical headline, "with henna at the bottom."

John Dritz & Sons, promoting Dot Snappers Kits in chain store business publications, show photographs of actual window displays of the Kits, or describe promotional material that is available to the chain manager. They emphasize the volume and profit that the manager can develop from the Kits.

Clopay Corp. used a recent full page in *Chain Store Age* to reproduce Clopay's most recent national advertisement on draperies, window shades, cottage sets and venetian blinds. "This Clopay ad goes to 50,000,000 readers," said the message to managers. "To build more business for you, full-page, 4-color ads in a list of 15 great national magazines headed by *The Saturday Evening Post*, *Farm Journal*, *Woman's Day*, plus practically all the leading 'romance,' 'confession,' and motion picture magazines that your customers read."

4. Gear your national advertising to the chains. You must do this by keeping the chain store customer in mind as you prepare your advertising. She is not a "high-style" person, but she has good taste and is interested in thrift. And you'll make it easier for her to find your product if you tell her in so many words that it's in the 5 and 10c stores.

Clopay follows both these rules. "4 *thrifty* ways to make your windows Beautiful" reads a typical heading. Prices—98c, 29c, 89c, \$2.59—are featured prominently. Where to buy is included not only at the bottom of the advertisement, but also in every picture caption: "at leading 5 and 10c stores, 5c to \$1 stores,

HAGSTROM'S

MAPS



and

MAP PINS

HAGSTROM'S maps for every essential purpose are clear, concise and versatile. Here you will find world-famous Pocket maps, Guides and Atlases, Outline maps of individual states, Sectional maps and Outline maps of the U. S.—AND—Special maps for the busy Advertising and Sales executive, as well as Map Pins in every color and type conceivable.

SEND FOR CIRCULARS

Write, phone or stop in at Hagstrom's Map Store, Dept. P1 for descriptive circulars. To better serve you, please indicate whether you are interested in Commercial maps, Pocket maps, Special maps for Advertising and Sales Executives or Map Pins.

SPECIAL MAPS FOR Advertising & Sales EXECUTIVES

These Hagstrom Special Maps are invaluable to the planners of advertising and sales campaigns—important time savers in locating worthwhile markets, outlining distributor territories and determining sales and advertising results promptly and easily.

MARKET ATLAS

A complete and comprehensive Market Atlas containing 48 individual State Maps in 3 colors indicating population by circle sizes, 48 state data sheets of market indices, consumer purchasing power, etc., 16 seasonal weather maps of the U. S. as well as many pertinent data sheets of the U. S. consumer market. Loose Leaf—17" x 22" Heavy Binder \$34.50*.

MARKETING CENTERS MAP OF U. S.

Map No. 240M—Cities of 2,500 population indicated by circle sizes—similar to Marketing Atlas Map 54" x 48" (in 3 colors). Each.....\$6.00*

INDUSTRIAL TRADING AREA MAP

96 major industrial markets are graphically illustrated showing their rank and percentage each is to the total U. S. Individual counties, in each market, are evaluated in relation to each market as a whole. Complete with vital statistics, in a supplement book. Map No. 1075-ITA 64" x 44"—5 colors.....\$12.50*

RETAIL TRADING AREA MAP

Major Retail Trading Areas, outlined in red, define major trading areas. Secondary markets are outlined in blue, smaller markets in green and yellow—over 1400 markets in all. Map #1000 RT—Eastern and western sections 44" x 53" \$7.00* each—Two sections, mounted on linen with sticks top and bottom, 80" x 53"—\$22.50*

*F.O.B. 20 VESEY STREET, N. Y.



Send for our 32 page catalog of colorful, decorative state maps, Historical maps of the U. S., Humorous maps, Treasure hunters' maps and Religious maps.

HAGSTROM COMPANY

INCORPORATED

COMMERCIAL ART — DRAFTING — PHOTOGRAPHY
MAP MAKERS — MAP PUBLISHERS — LITHOGRAPHERS

20 VESEY STREET EST. 1916 NEW YORK 7, N.Y.



department, variety, neighborhood and general merchandise stores."

Pond's, Cutex and other famous brands include the line "at 5 and 10c stores" in the national advertising they direct to chain store customers.

Then be careful of your choice of media. Chains are mass distributors; magazines with mass circulation such as *True Story*, *Photoplay* and *Modern Screen* pull customers into chain stores. If you have any doubt about this, check the publications that are being used for developing chain store business by important advertisers in this field.

5. You may be able to organize special promotions. It's ten to one that your merchandise won't lend itself to a special chain-store tie-up promotion, but you should consider whether at least one such promotion deserves a place in your plans.

Generally these promotions are backed by full-page, four-color advertisements in Sunday supplements of newspapers with mass circulation, such as *The (Chicago) Times* or the *New York Daily News* or *The New York Daily Mirror*. The name of the participating chain is featured prominently, and the chain features the

item in a prominent window and gives it augmented counter space.

A manufacturer of dishes staged a very profitable promotion along these lines with Woolworth a few years ago. More recently Doubleday & Co., Inc., has used this method for a successful sale of books.

6. Remember to give information to the salespeople. You can't depend on chain store salespeople to do a real selling job for you, but you can and should put the essential information about your product where they can see it and use it if they want to. The best place for this data is on the package, or on a label that is firmly attached to your product. This will give the salesperson the information she will need to answer questions, but, more important still, it will give the shopper the points about your product that will make her want to buy it. In a chain store, the shopper is her own best salesperson.

When you have worked out the details of your selling plan, you are ready to see the chain store buyer and to present both your product and your program. If he lists your product, get your promotional program going immediately to sustain your sales through the individual stores. Re-

member that if your item doesn't sell, the buyer doesn't investigate to find out why. He just cuts it off. Which means that it's your cue to keep your product before chain store managers and chain store customers.

On the other hand, don't let anything we have said here lead you to think that you should have men calling on store managers. Spool Cotton does have an organization of field counsellors who work with the order girls in the various chains. They don't come as salesmen, however, and they spend most of their time on stock arrangement and counter display. Furthermore, thread is such a basic item with chain units that this operation is a rare exception.

Most chains have a definite rule that manufacturers' representatives must not call on store managers. Listings have actually been dropped because this rule was ignored.

Once you start selling through chains the buyers will tell you about any important rules such as this one. And the rewards that can come to you in the form of volume and profit from successful chain store selling are sufficient to make it more than worth your while to play the game according to the rules.

ONE FLING AT A TIME



Test campaigns in South Bend, Indiana are not complicated by dual circulation. This one-newspaper market is covered to saturation by The South Bend Tribune. Tests in "Test Town, U. S. A." are accurate, decisive. Economical, too, with "split runs" at no extra cost. *The market for tests you can trust—that's South Bend.*

**The
South Bend
Tribune**



STORY, BROOKS & FINLEY, INC., National Representatives

What you should know about **sex** to sell Air Conditioning

According to a fly-by-night research organization, most of our feathered friends are notoriously fickle in their friendships.

Pigeons, though, are different. In a way they're like *people*—male and female generally sign a long-term contract. But note that pigeons have *simple* needs—they ask only for each other and bread crumbs. While *people*, when they pair off, must augment amour with everything from alphabet soup to air conditioning.

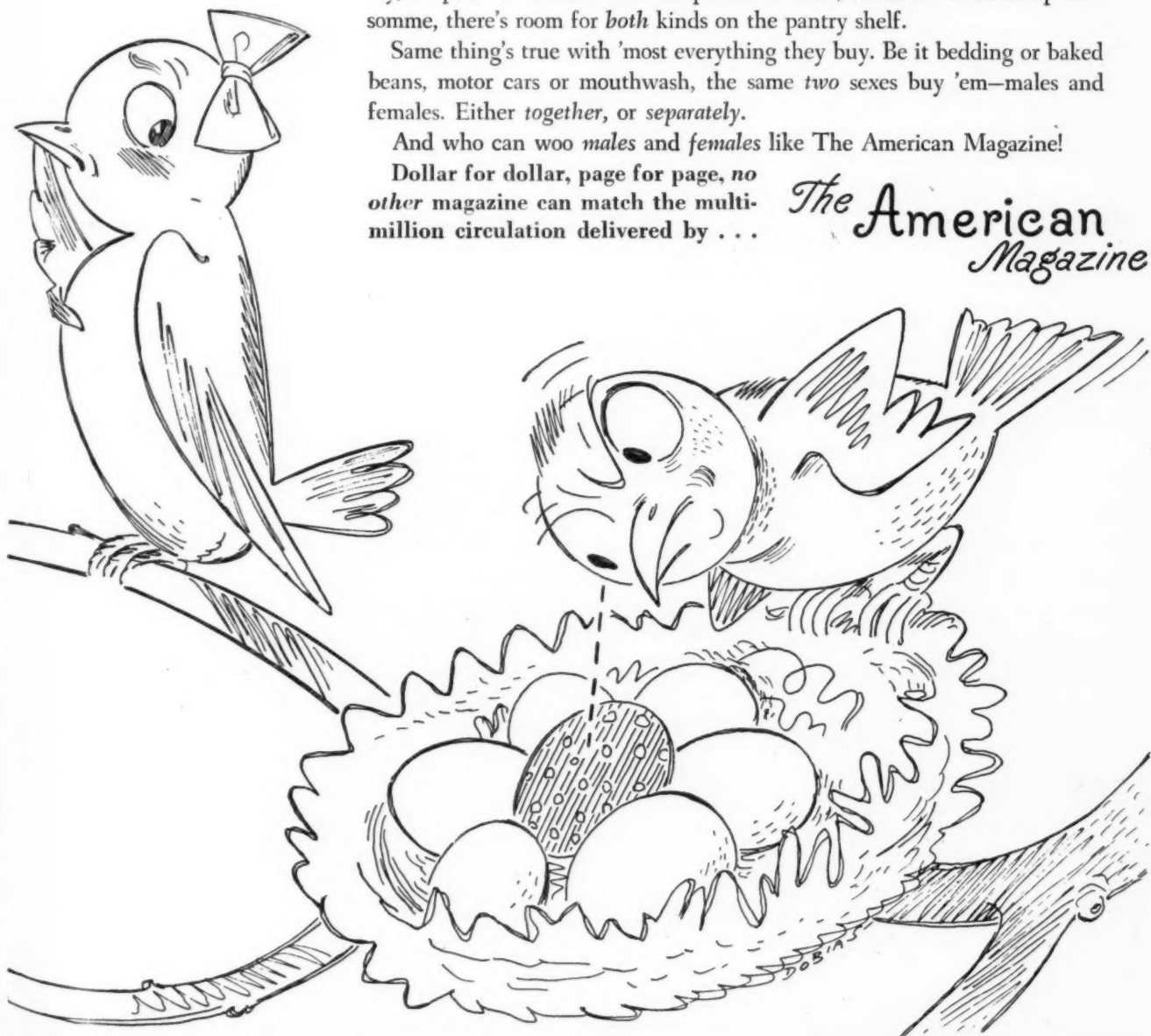
Now let's suppose the *male* is harassed by hay fever, while the *female* is determined to drive dust from their domicile. Obviously, they're both pushovers for an air-conditioning unit—but before they deal out their dough for one, they've got to see eye-to-eye on the kind they buy. It's a different story with, say, *soup*. If *he* thinks cream of spinach is swell, while *she* likes to sip consomme, there's room for *both* kinds on the pantry shelf.

Same thing's true with 'most everything they buy. Be it bedding or baked beans, motor cars or mouthwash, the same *two* sexes buy 'em—males and females. Either *together*, or *separately*.

And who can woo *males* and *females* like The American Magazine!

Dollar for dollar, page for page, *no other* magazine can match the multi-million circulation delivered by . . .

*The American
Magazine*





when you
have to
ration it...
it's
awful!

Awful, that's what it is! We're publishing a great metropolitan daily, with over 84,000 net paid daily circulation. We cover the "most prosperous major city in America . . . and its thriving trading area, too. Because of the newsprint situation, we're still forced to ration advertising space.

It's awful!

But don't forget us . . . better days are comin', bye 'an' bye!

* Sales Management

Long Beach, California

**Press
Telegram**

WILLIAMS, LAWRENCE and CRESMER CO.
National Representatives



Tips to Distributors On Manpower Management

U. S. Rubber's booklet helps distributors build and maintain an organization of well-trained and satisfied employees.

Advice to tire distributors on how to improve employee relations is given in a personnel administration booklet which has been prepared by United States Rubber Company's U. S. Tires Division.

The booklet, titled "Personnel Administration for U. S. Distributors," is the result of a field study made by the division's business development department. According to A. G. Westlund, department manager, copies of the booklet are now available to U. S. distributors through the company's district managers and salesmen.

"One of the most troublesome management problems of tire distributors today is the high and hidden cost of manpower turnover," Mr. Westlund maintains. "All too frequently the distributors fail to take notice of weaknesses in their wage structure and personnel policies. Instead, they allow problems of manpower to be dealt with as they arise, thus tending to create friction, develop employee unrest, reduce personal initiative, and lead to unnecessary labor turnover."

Purpose of the booklet, Mr. Westlund points out, is to bring this condition to the attention of the distributors and to help them build and maintain an organization of reliable, well trained and satisfied employees. "The degree of success which any tire distributor has attained," he says, "may be measured in terms of his ability to accomplish a proper blending of three basic factors of the three M's of management: Money, Merchandise, Manpower."

Illustrated with pen and ink sketches, the booklet discusses four general classifications of good employee relations: security, fair treatment, equitable wages and opportunity. Subjects described include group insurance, hospital plans, working conditions, shop safety, vacations and holidays, group training meetings, termination pay, advance notice of layoffs, bonus and profit-sharing plans, and set policies on hours, sick leaves, etc.



The booklet concludes with suggestions for eliminating the basis for employee dissatisfaction. Among the employee complaints covered are: unequal pay for equal service, unequal distribution of overtime, inadequate knowledge of facts regarding his pay, lack of opportunity to advance, management's unwillingness to hear suggestions and complaints, favoritism, snap judgment, too many rules and regulations, undue discrimination, insincerity and such acts as being blamed unfairly, being reprimanded before fellow employees, being penalized for conditions beyond his control and being placed on jobs for which he is not suited.

SALES MANAGEMENT

New Applications for Market Research

BY WROE ALDERSON • *Wroe Alderson, Simon & Sessions, Marketing & Management Counsel*

The concept of market position is familiar to every businessman. The sales executive often has occasion to think about the position of his firm in its industry and is very properly inclined to adopt policies which are appropriate to that position. If his company is first in its field he must attempt to conserve that leadership. If it is second or third or even further down the list, he is likely to spend a considerable portion of his time on plans for improving its position in the market.

Important as the concept of market position is, most executives would have a hard time putting it into words if asked to define it. One of the most interesting problems that market research has recently been asked to solve is that of defining and measuring the market position of a company. The business was not for sale so that it was not the kind of situation that would be met by a financial audit. The problem under consideration was a marketing problem in which management wanted to know how much weight should be given in the company's plans to the position and standing the company had achieved in its market.

Measurement Factors

For the purposes of this unique type of measurement assignment, market position was taken to consist first of all of the franchise which the company had acquired among consumers. In addition to consumer preference for its products, the company's position was held to rest on the goodwill of dealers and distributors and their willingness to cooperate with the company's sales plans. The specific problem was to place a money value on the market position of the client company and of its three principal competitors.

The method of measurement adopted was to make five-year forecasts of the sales volume of the four companies. The value of a company's established market position lies in the fact that it should achieve any stated sales goal more easily than if it were starting from scratch. Many factors enter into the market outlet for each of the companies studied. The most direct approach to a balanced judg-

NO. 4* Management Research on "Market Position"

ment on all of these factors is to utilize them in making a market forecast. The five-year period for the forecast was taken as being long enough to eliminate the effect of the business cycle which might react differently on the different companies considered.

Sales forecasting techniques have improved greatly in recent years so far as forecasting the outlook for an entire industry is concerned. Forecasting sales for an individual company is a more delicate and difficult matter. The procedure which has been devised for this purpose is called a marketing audit. It involves a careful weighing of the market opportunity on the one hand and the company's program of market cultivation on the other.

The market opportunity is broken down into suitable segments and the five-year outlook for each segment evaluated separately. The company's marketing efforts are carefully reviewed, considering one after another such phases of its marketing program as selling, advertising, and sales promotion. The effectiveness of each phase is considered separately and also in terms of the most effective combination of these elements to achieve the final sales result.

Finally, the market opportunity and the program of marketing effort are considered in relation to each other and to problems of adjusting the program to the trend of expanding or contracting opportunity. The market analyst is obliged at this point to make some evaluation of top management in each of the companies studied and to reach a conclusion about the skill and resourcefulness of each management in making the re-

quired adjustments in marketing policies and procedures.

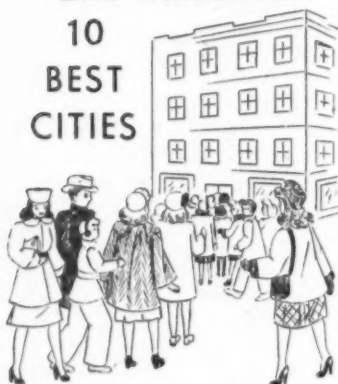
The results of the marketing audit provide definite guideposts for market planning directed toward the maintenance or improvement of market position. Has the client company or any of its principal competitors certain unique advantages that will enable it to expand in directions that are denied to the others? Is there any segment of the market opportunity which the client company should abandon to its competitors because it can make faster progress at a lower cost in some other direction? Will the client company have to develop new distribution channels and adopt new sales methods in order to capitalize on the market opportunity which is potentially available to it? Is it a feasible sales goal for the client company to strive for first place or should it avoid becoming over-extended and consolidate its position at a lower level? What are the principal hazards or deficiencies as to product development, patents, price policies and public relations which the company will have to meet in reaching its stated sales goals?

Value of Audit

Perhaps the greatest benefits of the marketing audit lie in what is learned in the process of carrying it out. Many facts about competition, distribution channels, consumer demand and sales organization come into sharper focus than ever before. Surprising gaps in basic information show up in trying to fit the pieces into a coherent picture. At its best, the marketing audit gives the sales executive the basis for an orderly schedule of market expansion. In the course of the audit the marketing viewpoint has a chance to permeate into the financial, engineering, and production departments. The market research department, through participation in the marketing audit, is given a clear sense of direction as to an integrated research program which is adapted to the company's fundamental sales objectives.

*No. 4 in a series of articles running consecutively in the February 1st, 15th and March 1st issues of SM. The next will appear April 1st.

Akron BUSINESS 2nd AMONG 10 BEST CITIES



Akron with a 23% increase in business activity over a year ago, is second among the ten cities showing greatest gain in business, according to the Forbes Magazine Map of Business Conditions for February 15th, 1947.

Akron is also one of two cities to be listed among the first ten during the last two business periods.

Yes, business is good in Akron, but, are you getting your share? If not, there's one sure way. Place your advertising in the Beacon Journal and tell your story to every prospective buyer in the great Akron Trading Area.

You of course know the Beacon Journal has complete coverage of this rich, free-spending Market. You can't ask for more.



JOHN S. KNIGHT, Publisher

Represented by

STORY, BROOKS & FINLEY

Shop Talk

Behind the Editorial Scenes: Because there's a premium on space, much good copy that comes into SM's editorial shop gets cut down and formalized and thereby loses much of its intoxicating flavor. I have just snatched from Pete Woodward's desk the notes on Ernie Byfield sent through from Chicago (along with the manuscript of the lead feature in this issue and the photograph of Byfield which appears "In the News"), in which were embodied the facts which accompany the photo on page 40.

I can't resist a direct quotation. Mid-west Editor Lester Colby heads his notes: "The Life of Ernest Byfield—as told by Ernie:"

I assume that you want the customary sequence of events in my life; those that I can recall without too much anguish. I suppose we should start off with my birth, so you may put it down for the record that a startled stork delivered me, apparently as a Hallowe'en afterthought, in early November, 1889.

This dubious achievement in obstetrics took place in Chicago. My schooling included a Chicago public school, which did not resemble Harrow; Armour Institute, and then Cornell. My struggles there to learn pattern-making enabled me to appreciate the craftsmanship of a garde manager; and pained concentration upon integral calculus and kinematics were of use to me in solving, later on, the obscure arithmetic of recipes by Escoffier.

I began the hotel business at the top of the ladder in 1907 at the Sherman House, in Chicago, which was owned by my father. I have been married twice; once to a golf champion, which earned me the nickname, "The Squaw Man of Golf," and once to a famous beauty. I am now single. As James Stephens once observed, children are born single but don't profit by the experience.

In World War I, I served in the terra firma division of the Air Service, helping to direct the construction of sundry De Havillands and Handley-Paiges, which also rarely ascended. The consolation of myself and my fellow officers was that we hadn't designed the planes.

After that war I returned to the hotel and restaurant business and finally aided in the operation of Hotel Sherman, the Hotel Ambassador, the Hotel Ambassador East, the College Inn, and the College Inn Food Products Co.

A few years ago we opened two restaurants in the Ambassador Hotels, the Buttery and the Pump Room, which quickly became renowned. These restaurants have lighting and decoration planned to enhance the beauty of women who grace their settees; and unusual and interesting food presentation on wagons of all kinds, hors d'oeuvres wagons, soup wagons, chafing dish wagons, roast wagons, and pastry and cheese wagons. We are unique in that we serve everything *but* shashlik on flaming swords. On one memorable occasion, Paul Draper began a dinner party with 12 ripe olives brought in on long burning brouchettes by 12 waiters! As a matter of fact, we serve almost everything flambe in those rooms; occasionally even a waiter's thumb.

The name Pump Room, of course, comes from the famous watering place of Bath. I first read of it years ago in "Monsieur Beaucaire." We chose it because it is disarming and gay, and because there was a particular and appropriate significance to that era; it was the first time that English aristocracy mingled with commoners and even play actors. In the Pump Room, nowadays, play actors often mingle graciously with aristocrats.

Frank Bering and I have so many recollections that condensation

SALES MANAGEMENT

is difficult. They include cherished friendships with many of the most irresistible people in the world; people, chiefly, of the dramatic arts, musicians and authors as well. It is a great privilege to be a hotel man and to contribute somewhat to the comfort and diversion of wayfarers. If they chance to be beautiful or witty, or both, it contributes to one's own diversion and comfort.

Once more we must postpone the appearance of Part II of the three part article "Where Will Profits Come From?" by A. J. Gallagher, because of Mr. Gallagher's illness. He'll be back in SM April 1.

Bits & Pieces: Richard S. Crisp will follow up the article "Five Yardsticks for Measuring a Salesman's Efficiency" (SM March 1) with another piece in the April 1 issue in which he pictures and describes the sales control system which enables S. C. Johnson & Son, Inc., to sift out the figures needed for the development of performance standards. Readers' Service will later reprint the two articles in one folder.

Same issue will bring you an article revealing how Brick Oven Bakers, Inc., started in 1940 with one oven and a prayer, built up 13,000 retail grocery outlets. Associate Editor Terry Armstrong, who drove to Port Chester, N. Y., to gather the material, says this is a "first" of a kind: the first story she's ever handled where she did the interviewing with a dog's head in her lap. Brick Oven has an office mascot—a handsome, sentimental, sociable boxer called "Winnie," after "Winnie the Breadwinner." Winnie move in on the interview, listened critically to every step of the conversation.

And speaking of dogs, SM will shortly offer another study of the "dog market." Cats will get into it, too, since many homes have both cats and dogs and many of them feed the animals the same food. The story becomes timely now, because "wet" dog foods are coming back to market. There'll be hot competition between the producers of dry dog foods whose sales zoomed during the war when the canned products went out with the tin shortage. The article will be done by SM's versatile Max Riddle, who writes a dog column for the Cleveland Press, is president of the Cleveland Farmer's Club, and is this month judging setters at the Detroit Dog Show.

Retail Advertising Manual: If you're in the food business, you may already have seen a new manual called "So You're Going to Advertise?" published by the National Association of Retail Grocers. Its purpose: "... to bring sound retail food advertising principles to the independent retailer in a practical, down-to-earth manner." I bring it to your attention because it seems worthy of imitation in other industries—such as cosmetics, drugs, hardware—any line that sells through independent retail channels. It would make a constructive project for any association. The Association is selling copies at 25c each, and if you care to have one, please address them at 360 North Michigan Ave., Chicago.

Films in Canada: You may find it useful to know that The National Film Society of Canada, "a non-profit service organization promoting the educational and cultural use of film," offers a service for the booking and showing of company-sponsored industrial films designed for showing before schools, clubs and professional organizations of varying types. Working with the Association of Canadian Advertisers, the Society has prepared a detailed series of sheets called "Distribution Plan for Sponsored Films," which you can obtain from the executive secretary, Gordon Adamson. The address is 172 Wellington Street, Ottawa, Ontario.

The N.F.S.C. estimates the average cost-per-showing per person at about 2 cents. Total cost of a distribution project depends upon the number of prints in circulation. With 30 prints in circulation, for instance, a company might achieve 1,500 showings, with an estimated attendance of 150,000, at a cost of around \$3,000.

A. R. HAHN
Managing Editor



Great sales-cost reducer!

Matches do more than light cigarettes... they cut sales-costs for advertisers.

Chances are you have a Diamond Match Book in your pocket now. But did you ever think of it as a sales-cost cutter? It can be, and here's why...

- Diamond Book Matches are now a major advertising medium • Your message is distributed to *any* part of the United States by Diamond's Certified, Controlled Circulation • Thus you can add advertising coverage *precisely* in those market areas where present coverage is weak or sales are low • You can buy *space only* on the matches... not the matches themselves • You pay *only* 17% of the total cost • Each ad is exposed to a prospect *twenty* times • The cost is as low as 2/1000 of a cent per reader exposure • This is the *only* national medium that offers you full color in space the size of a match book • You can put as much *selling copy* on a Diamond Match Book as is in this ad.

Let us analyze your advertising and sales problems and prepare a Diamond Book Match Campaign tailor-made to your needs. No cost or obligation. Write for full information *today*.

THE Diamond Match co.

Dept. S-103, 318 S. Michigan Avenue, Chicago 4, Illinois



DIAMOND BOOK MATCHES
The Pocket-Sized Answer...
to Man-Sized Media Problems

CAMPAIGNS AND MARKETING

For Dad's Neckties

Employing a new copy slant, Renuzit Home Products Co., Philadelphia, for Renuzit French Dry Cleaner, is launching a test "saturation campaign" in four key markets starting late this month. Aimed at a mixed audience for the first time in home dry cleaner advertising, Renuzit headlines declare, "Dad's neckties can be cleaned for less than 2c each." A newspaper schedule that will use 8,000 lines in five weeks has been released for Detroit, Indianapolis, Ind., Boston and Philadelphia. A series of advertisements of 1,000, 800 and 600 lines make up the campaign which was developed by the merchandising department of Renuzit Home Products in cooperation with the Harry Feigenbaum Advertising Agency, Philadelphia.

For the first time the Renuzit quart size, which retails at 39c, will be featured in the advertisements, and copy tells how this one quart can clean at least 20 neckties. It is felt that the small expenditure and the very visible results that can be obtained—with additional prodding by their husbands—will convince many housewives that the product is worth trying. And, as a clincher, a double-money-back guarantee is offered if Renuzit does not produce completely satisfactory results.

This test campaign will be supplemented by store tie-ups in all types of outlets; with window, floor and counter displays and a heavy program of cooperative advertising. Results of this test will govern future copy themes in all Renuzit advertising.

Prior to this test, Renuzit introduced the double-money-back guarantee via 20 top circulation women's magazines and 105 newspapers throughout the country which are now carrying the schedule. Each advertisement challenges the housewife to use Renuzit to dry clean anything in the family's wardrobe with the unqualified guarantee of satisfactory results or double refund.

Samuel Radbill, president of Renuzit Home Products Co., expresses the opinion that "the double-money-back guarantee and the new campaign to have women start by dry cleaning

their husband's neckties is our greatest effort to date. Our goal is to convince every woman it's wise to do some drycleaning at home, and through these campaigns I have every confidence that we'll win actually millions of new users who have always meant to try it, but just never got around to doing so."

National Baby Week

Aimed at the nation's richest baby market in recent years, National Baby Week this year will be marked by retailers from coast to coast, from April 26 through May 3.

National Baby Week, one of the year's outstanding promotions for retail grocers, will be directed at the mothers of more than three and one-half million babies born in 1947, together with the mothers of more than three million born in 1946. Mass displays of baby food and related items, together with individual programs, will be used by retailers from coast to coast to win profits and to make their stores "baby headquarters" for 1947.

As key to the serious purpose of

encouraging child nutrition, National Baby Week will repeat its 1946 slogan: "Give Your Baby The Right Start In Life."

The Week will be marked by strong editorial support by editors of newspapers, leading women's service magazines and newspaper syndicates throughout the country. It will include Child Health Day, May 1, which will be observed by ceremonies, exhibitions, school programs and meetings of educators, health and nutrition experts.

Advertising and publicity plans of manufacturers will be accelerated in proportion to the greater opportunities in 1947. National advertising, point-of-sale, store-wide promotions are being planned by manufacturers of foods which play an important part in the nutrition of babies and younger children.

Promotion plans by Gerber's Baby Foods will step up its activities this year. Pointing out the profit possibilities to retailers in encouraging mothers to shop in their "baby headquarters," Gerber's has furnished related item displays to provide a workmanlike basis for the promotion. These displays feature not only baby foods, but products of all manufacturers who are cooperating with Baby Week programs.

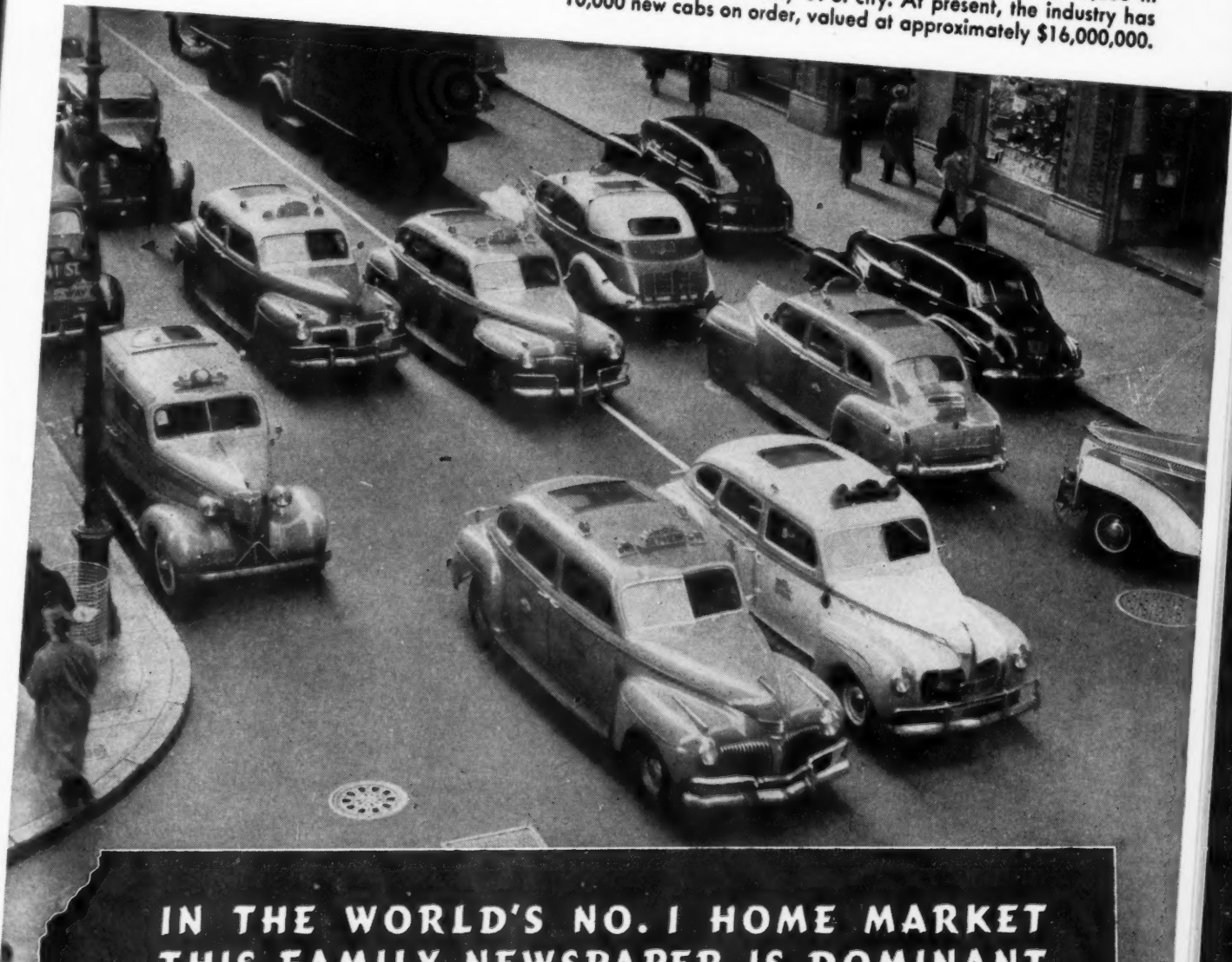
The displays are built around strained and chopped baby foods and baby cereals. Other featured foods which mothers need for their babies are evaporated milk, corn syrup, citrus fruits and fruit juices, tomato



FOR CROIX ROYALE . . . O Soglow, creator of "The Little King," has designed a new series of 24-sheet posters to appear nationally on 2,500 panels for the wine. Will Pearce (right), art director of Botsford, Constantine & Gardner, San Francisco, shows designs to Harry Hitzl, general manager of Cameo Vineyards Co., Fresno, producers of Croix Royale.

THIS IS NEW YORK

★ . . . where more people ride more taxicabs than anywhere else in the world. 30,000 drivers in over 10,000 hacks, one to every 750 persons, cruise the city's myriad streets. They carry 700,000 passengers over a million miles a day, burning 75,000 gallons of gasoline in the process. A multi-million dollar business, New York's taxicab industry grossed over \$70,000,000 in 1945—the largest of any U. S. city. At present, the industry has 10,000 new cabs on order, valued at approximately \$16,000,000.



IN THE WORLD'S NO. 1 HOME MARKET THIS FAMILY NEWSPAPER IS DOMINANT

Whether by taxi, subway, bus or trolley, homeward bound New Yorkers overwhelmingly prefer the Journal-American to any other evening newspaper. 4 out of 10 evening newspaper readers are Journal-American readers . . . over 670,000 families daily. In this, the greatest consuming community in the world, build your sales-dominance with the newspaper that gives you dominant home coverage.

NEW YORK JOURNAL-AMERICAN

A HEARST NEWSPAPER

NATIONALLY REPRESENTED BY HEARST ADVERTISING SERVICE

MARCH 15, 1947

You need newspapers to sell New York

PARDON US

Some New Customers Are Waiting For You

*if your business is something
to eat or drink*

... or something to wear, or just about anything. Here's a market that really responds to the "invitation to buy." For the Negro looks to his race press with confidence and loyalty. Your advertising in these papers can win the response and regular patronage of this 7 billion dollar market. Get the facts on some of the success stories built by advertising in this live field. Drop a letter or post card today to

Interstate United Newspapers, Inc.
545 FIFTH AVENUE, NEW YORK



PAYS FOR ITSELF
a dozen times over
in protecting luggage
and saved cleaning
bills. This smart
looking suede-like,
heavily-padded,
highly absorbent,
zipper-closed
Venus Bottle Guard
absorbs the shock
of careless handling
of luggage... travels
your liquor safely.
Makes a luxurious
and neat carrying
case... lasts a life-time.
Quart, pint, and 1/2 pint
sizes, \$3, 2.50, 2.25
... Luggage Tan, Rich
Green and Maroon.



For Group Purchases

Venus Bottle Guard
makes a wonderful
way to enhance a
gift at sales meetings,
dinners, etc. Write for
quantity information
and prices.



also for
perumes

Department SM-3

VENUS CORP. 1170 BROADWAY, NEW YORK 1, N. Y.

juice and pineapple juice, bananas, zweiback and arrowroot crackers, unflavored gelatine and rennet powder and desserts. If supplies are sufficient, such displays may include baby soaps, soap powders and other cleansing products for baby's clothes and nursery.

Gerber's and other manufacturers of baby items are offering store material such as window streamers, pennants, store cards and a special direction sign pointing to the baby foods department. In addition, Gerber's are supplying appropriate Baby Week newspaper and handbill mats and electrotypes to retail grocers to help them make the promotion as effective as possible.

With the growing realization by grocers throughout the country of the necessity for boosting profits by encouraging higher unit sales, National Baby Week in 1947 provides grocers with a golden opportunity to attract and hold the trade of the most valuable of all customers, the young mother. Finally, National Baby Week gives the grocer a chance to demonstrate his vital contribution to the community's health and welfare by helping to give the nation's babies the right start in life.

Big Spring Drive

United Wallpaper, Inc., has launched a \$200,000 spring advertising and merchandising campaign featuring its new Dorothy Liebes Weaves. The program includes four-color pages in *The Saturday Evening Post* and *Parade*, two-color advertisements in *Ladies Home Journal*, *Better Homes & Gardens*, *Good Housekeeping*, *American Home*, *House & Garden*, *House Beautiful*



HIRED . . . By the North Shore Gas Co., Waukegan, Ill., for use in its advertising and sales promotion, this copyrighted character is available to others and is being promoted by Handy Flame, Indianapolis.



AT THE OLD PITCH . . . "Summer Girl," life-size, cardboard bathing beauty of Eastman Kodak Co., returns after five war years to dealers' doorways this summer to promote the "film in the yellow box."

and *Cosmopolitan*, and one-color in *Life*.

Cost of this advertising will total about \$130,000. The merchandising campaign, costing \$70,000, will provide complete brochures for jobber salesmen; a five-piece direct mail campaign to more than 25,000 wall paper stores and departments, paper hangers, decorating contractors, department stores, architects and interior decorators; a special tie-in program directed at executives of department stores; distribution of a large quantity of the new Weaves sample books to jobbers, dealers and others.

The salesmen's brochures, available to jobbers and dealers, will include reprints of the advertisements in various magazines, advertising insertion dates and circulation figures, tie-up ad mats for dealers, samples of the five-piece direct mail campaign, sales aid cards, window streamers, radio scripts for local store use, window display suggestions, order forms, etc.

A special tie-in campaign aimed at department stores will consist of telegrams and letters to key executives from four of the national magazines in the schedule and from United Wallpaper; also the five direct mailings, the complete jobber salesmen's brochure, the Weaves sample book and advertising reprints and circulation figures.

SALES MANAGEMENT

2-Year "Interneship" In Field & Factory Makes a Belden Salesman

As told to Lester B. Colby BY HERBERT W. CLOUGH
Vice-President, Belden Manufacturing Co.

This Chicago firm hires young men in the 25-27 age bracket, puts them on a training assembly line which begins in the shop. Then they move to jobs inside the sales department, wind up with field work in three separate territories.

Before a candidate for salesman in the Merchandise Division of the Belden Manufacturing Co., Chicago, can qualify for the job, he is required to serve a two-year "interneship." Belden normally maintains a force of approximately 30 salesmen, 20 in merchandise and 10 on the industrial side. Seventeen Merchandise Division men, 13 of them former servicemen, have served or are serving this interneship. Three more will start this year.

This plan was developed as a substitute for the regular schools such as are so often maintained by larger corporations. Because of the limited number of men we need to train, we have felt that an on-the-job pro-

gram, while it takes longer, would in the end be more practical and economical.

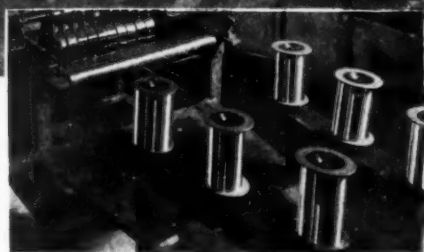
I do not mean to infer that Belden is a small business. We are one of the leaders in our field. Sales have averaged well over \$10,000,000 annually since 1941. Last year they were about \$13,000,000. We hope to top \$15,000,000 in 1947. Our market is national and international. We have more than 2,500 items. Basically, Belden is a manufacturer of wire and cable.

Prior to 1938 our salesmen called on all classes of trade. That year we divided the sales staff into two divisions: (1) those selling through distributors to the trade; (2) those

selling direct to industry. The first, to put it briefly, had to know merchandising. The industrial salesman had to think more in terms of blueprints and methods of fabricating products made with wire and cable. This meant to us two kinds of minds and two kinds of specialized selling.

Candidates for training-to-become-salesmen are carefully selected. We want to catch them reasonably young. They're a little older now, because of the war, but we still want to take them on during their formative years. Before we take a man on we inform him fully as to just what pay he will get all through his schooling period.

TRAINING BEGINS IN PLANT: Belden salesmen start their training in the factory, work for specified periods in each department. Here Vice President H. W. Clough (left above), amid coils of copper rod, inducts a new trainee. Inset: copper wire drawn to various degrees of fineness; even to half the circumference of a human hair.





IN RURALIST MISSOURI, Clinton, BABY CHICK CAPITAL OF THE WORLD, *Doesn't Put All Its Eggs in One Basket*



Clinton merchants, whose nationally advertised lines compete for the area's farm business, know what publications shape product preference. Sales-wise Tom Mansfield, dealer in farm implements, equipment, cars, refrigerators, tires and appliances, stresses brands advertised in Missouri Ruralist, "because farmers have confidence in the contents of this publication."



One of eight hatcheries in Henry County, Lindstrom's buy the premium-priced eggs from a half-million hens to supply their business. Yet, this is only one source of income in this progressive balanced Missouri agricultural community.

Every year 20,000,000 baby chicks from Henry County, Missouri go to poultry raisers all over America. Such a big industry naturally demands much poultry activity from farmers of the region. But the 16,000 market-wise farmers in the Clinton trading area do not depend on chicken and egg production to assure their income.

Their local retail purchases of $5\frac{1}{2}$ million dollars per year are the result of well-balanced farm programs. These farmers raise 40,000 cattle, 70,000 hogs, 9,000 sheep. They produce $2\frac{1}{2}$ million gallons of milk per year. More than 150,000 acres of productive land are devoted to corn, wheat, oats, hay and other cash crops. Here, as throughout Missouri, it all adds up to an unfailing income.

These Missouri farmers are following the practical leadership of Missouri Ruralist, dominant advocate of balanced farming in Missouri. That Missouri Ruralist influence is a significant factor in building product and brand preference is thoroughly appreciated by the alert merchants in the Clinton trade territory.

THE MISSOURI RURALIST.

CAPPER PUBLICATIONS, INC. advertising offices are in New York, Chicago, San Francisco, Kansas City, and Topeka, Kansas. Editorial office: FAYETTE, MISSOURI

For the first six months of his training the interne-salesman gets \$50 a week; for the second six months, \$250 a month; for the next 12 months, \$275 a month. When he becomes a full-fledged salesman he starts at \$300 a month plus bonus. This means that from then on his income is up to him. The bigger it becomes the better we like it.

Our internship method of training salesmen, though it has received a minimum of publicity, seems to have intrigued sales managers of companies both large and small. We've received numerous inquiries and letters asking for information. Perhaps this interview will answer them. I'll try to tell, in detail, how it works. This, in brief, is our program:

Starts in Shop

The student-salesman is started in the shop. (We have two plants, one in Chicago and the other in Richmond, Ind.) During the shop period he becomes familiar with the material and how it is made. He also builds personal contacts with foremen, inspectors and some of the operators. This makes wire and cable more realistic to him and familiarizes him with the factory. It means that after he goes out as a salesman we can talk with him in terms of people as well as product and equipment.

The salesman, after all, is the man who keeps the factory going, its people working, and we feel that if he has this picture well fixed in his mind, and if he knows personally those who depend on him for their livelihood, it can be important in those times, somewhere in the future, when business will be needed to keep the plants going.

While in the factory the student salesman works mostly with inspectors. This gives him maximum contacts with critical operations. Inspection is different in our plant from that in many others. Our inspectors have to do their work with swift-moving wire and cable, while it is running through the machines. You can't lay a mile of wire on your desk and gauge-check it at your leisure.

The embryo salesman also serves his stint in the stock room and the shipping room. This gives him a working knowledge of standard packages and case lots and so enables him, at a later date, to write orders intelligently so that they can be handled with a minimum of effort. During his internship each man puts in three months in the Chicago plant and three months in the Richmond plant.

At the end of six months the

trainee is brought into the general office in Chicago. Here he learns how to price the materials he has seen made and how to find them on the price lists. This is important because we list about 2,500 separate items. Next we have him handle correspondence, acting as a junior to our regular correspondents. He learns, in this time, customer terms for our goods. Shop terminology and customer terminology are often different.

I'll cite one example to show what I mean. What we call a "heater cord," which is the extension used

to plug a flatiron or toaster into the socket, some of our larger customers refer to as a "rope." It would be ignominious for a salesman to try to do business before he is familiar with the entire gamut of trade lingo. It would mark him as a novice and he would be suspect. The trade would lack faith in him—and business requires confidence.

A six months' period, we think, should give any bright young man all the knowledge necessary to start him out with self-confidence and with a ground-work sufficient to give

FOR ACTION
TRY PRESIDENTS
DUN'S REVIEW

"KNOW YOUR PRODUCT"—Salesmen must know each electrical cord on Belden's line. Vice-President Clough (left) and Henry Neil, industrial division, discuss types at training class.



buyers confidence in him. So, at the end of one year his "inside internship" is completed and he is ready for outside work in the field.

When field work starts the student-salesman calls on customers with the regular territory salesman and his work consists largely of the intensive checking of customer stocks. In working with the regular salesman and the customer inventory he gradually learns what a well balanced inventory consists of and comes to know what happens if, through error of the salesman or the buyer, the inventory is off balance.

Maintaining a properly balanced inventory reduces losses through obsolescence. Fewer items and less material come back. We rate our men to a considerable degree on the amount of material that "stays sold." Items that come back are marks against them.

Each of our salesmen will conduct, say, from 30 to 40 jobber salesmen training sessions each year. The trainee sits in on these meetings and after he has attended several of them he takes part in the discussion periods. Thus he gets a more intimate knowledge of customer problems and applications.

During the latter part of the year the salesman lets the new man make calls by himself. Each night he will go over the results of these calls with the student-salesman who may have

questions to ask or problems to solve. This enables the new salesman to gain confidence in himself.

This training is always done in territory other than that in which he will ultimately work and he serves for some time, always, in at least three such territories. For example, if the student-salesman is to be permanently located in Minneapolis he might be sent to, say, New England, Pittsburgh, and San Antonio for his field training.

There is real purpose in this. When he goes into his own territory he does not go as a beginner. He walks in as a man who knows other parts of the country. More, conditions are never quite the same in any two territories and so he gets a broader knowledge of his sales work.

Experience in a minimum of three separate sections of the country gives him a wider variety of customer contacts and broadens his knowledge of the problems he will face in his work. During this time, too, he has worked with three company salesmen whose methods, of course, will vary somewhat and who may have different techniques in handling circumstances that bob up. If he has an observing and discriminating mind he can learn from all of them.

Our salesmen work with six major classes of trade:

Transportation — Automotive and aircraft.

Electronics—Radio and television.

Electrical Jobbers—Cord sets and wires to replace wiring that wears out in the home, such as toasters, washers, vacuum cleaners, etc.

Welding Distributors — Connections for electric welders, etc.

Motor Maintenance—Wiring for distributors, rewinding motors and transformers of various kinds as they wear out, and so on.

Neon Signs Industry — Wires for installations and replacements.

The above all apply to Belden's Merchandising Division. We like merchandising salesmen who have a flair for sales and promotion. The best of them are an infectious type who like to work with jobber or dealer salesmen, stimulate them and teach them how to sell more. They must be enthusiasts to do the best sort of job. They must be men who will go after the small order; talk in units of 50 or 100 as eagerly as larger orders. They've got to consider the man who services equipment to keep things running as a valuable customer.

The industrial salesman, on the other hand, is obviously what we might call a "tonnage man." He's the fellow who gets a kick out of saying, "I got two carloads out of Timbuctoo on this trip." The industrial salesman thinks first in terms of blue prints, industrial installations, involved fabrication methods, and other elaborate wiring installations.

We learned through experience that the same man can not call on both types of business with the best economical results. A salesman either finds his thrill in the merchandising end or the industrial end. He can not switch from one to the other with ease. Salesmen are placed in the division where they are happiest and most effective.

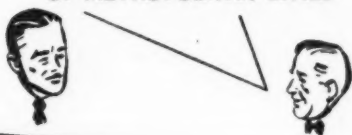
When we made our industrial salesmen specialists and gave them opportunity to concentrate on wiring production in problems, that in turn resulted in a change in the character of our business. Previous to that time the largest share of our wires and cable, made in our Richmond plant, was sold and shipped in long lengths. This was bulk shipping.

Now the greater part of our products are sold in semi-finished form. The majority are sent out in assemblies. Engineering developments have accelerated this, but it came in part through the vision of our salesmen. We now cut up our wires, put plugs and fittings on them, package them as unit assemblies, and ship. The manufacturer welcomes the idea because it is less costly for him

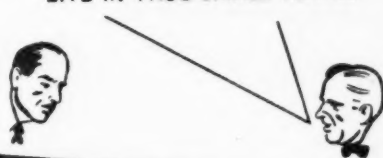


What do you mean - Suburban or True Small Town?

5 MILLION FAMILIES LIVE IN TOWNS
UNDER 1000 POP. BUT $\frac{1}{3}$ OF THEM
LIVE IN TOWNS THAT ARE SUBURBS
OF METROPOLITAN CITIES



IN OTHER WORDS, ONLY
ABOUT 3 MILLION FAMILIES
LIVE IN TRUE SMALL TOWNS



BUT CIRCULATION REPORTS SHOW
MY LIST OF 13 PUBLICATIONS WITH
3 MILLION CIRCULATION IN
TOWNS UNDER 1000



RIGHT—BUT $\frac{1}{3}$ OF IT IS IN
SUBURBAN SMALL TOWNS—
ONLY 2 MILLIONS IN
TRUE SMALL TOWNS



TO HIT 3 MILLION TRUE
SMALL TOWN FAMILIES
I'VE ONLY GOT 58%
COVERAGE—CAN GRIT HELP
THAT SITUATION?



YES—GRIT WITHOUT
INCREASING YOUR COST
MATERIALLY CAN INCREASE
THAT COVERAGE BY 20%



There is a market of more than three million families in True Small Towns beyond the influence of Metropolitan Market Districts, and this market is not adequately covered by the multi-million-circulation urban publications.

Grit has the greatest concentration of True Small Town circulation of any national publication.

It takes Grit to supplement your coverage in True Small Towns. Ask the Grit Representative to show you "S.T.—Small Town or Suburban Town."

Now More Than Ever
SMALL TOWN AMERICA'S
GREATEST FAMILY WEEKLY

With more than 600,000 circulation



GRIT PUBLISHING CO., WILLIAMSPORT 2, PA.

MARCH 15, 1947

to buy the assembly complete, and put it into the end-product. Previously he had to cut, form, and fabricate—all of which cost him money.

There was a time when he might do that at less cost than now. He could perhaps do it with cheap and unskilled labor or with old employees whom he kept on his payroll mainly to afford them a living. That's changed now. Such low price labor is gone.

As one example: We used to sell appliance manufacturers wire in long lengths. They fabricated it. Now we are making such assemblies at a rate of more than 1,000,000 a month. All they have to do is to put them into the refrigerators, washers, radios,

electric razors, toasters, vacuum cleaners and on batteries in automobiles.

Now when a manufacturer writes us or makes an inquiry about a "bulk job" our industrial salesman hops in and tries to find out if we can serve him better by selling him complete assemblies. Pre-assembled parts, we can generally show, will in the end cost him less because we are equipped for mass production. It will often save the manufacturer the cost of setting up an entire department.

In this evolution, which is progressive, the same trend has developed in the trade field. It used to be that the small dealer would buy wire in bulk and cut it, putting on the plugs and terminals at times when his help was not busy. Now he has to keep his help going at high speed all the time, thanks to labor shortage and higher wage costs.

The retailer and repair specialist today is learning that it is more economical for him to buy his "ropes" and other assembly units in packages. It saves time and time is money. The beginning of this situation started along in about 1940. The war speeded it up, it was the impetus behind the evolution.

Before the war, in 1938, we did a business of \$3,710,884 as against \$13,000,000 last year, and we got along very well with only 15 salesmen. By the end of this year we will have at least 20 in our Merchandising Division alone, plus nine industrial salesmen. Today they've got to be more expert salesmen. It takes specialists, men qualified to solve problems, technical men, to go out and sell. We no longer talk in terms of "miles of wire." There's infinitely more to our business than "tons of copper." Today it is "uses" and costs and "can you sell us so that we can assemble quickly."

The wire and cable business today is a precision business. To illustrate, here is one of the things we do:

One of our 2,500 items is a wire so fine that its diameter measures .00157 of an inch. After we enamel it, it measures .00177 of an inch. A fine human hair, by comparison, measures about .002 of an inch. To make that wire we take a rod of copper, a half inch in diameter and 12 inches long, weighing one and one half pounds. We draw it out into a wire 134,000 feet long. That's approximately 15 miles.

To draw such a wire we extrude it through dies of ever-decreasing size. When it comes out of the last die it is traveling at the rate of a mile a minute! The best way to show



SELF-SERVICE MERCHANDISER:

This automotive flexible fuel line merchandiser is being offered to dealers by The Weatherhead Co., Cleveland. The unit is a compact, steel case 62½ inches high, 16 inches deep, and 29 inches wide. It contains 355 quick attachable, reusable hose fittings of various sizes in 55 convenient glass jars. Shelves carry 335 fuel lines for original equipment replacements. The 18 inch ruler makes it easy for the dealer to cut hose—stocked in two drawers—to customers' requests.

you such a fine wire is to wind a length of it around a white card. Otherwise it is almost invisible.

The use of such wires? The answer, electronics. They're used for winding delicate coils and making almost fairylike controls. So, our salesmen must know many things and they must know how to talk confidently about many applications. We have only a few salesmen. They must be ready to take little orders or big ones; they must know how to save the manufacturer costs; they must talk "the language" of the industry.

When a salesman has put in two years of preparatory work, serving his internship, we consider him ready. We think that the two-year internship is a good investment for any salesman who is starting a life's work—so do the men.

- ① SILENT or SOUND
- ② Black & White or Color
- ③ Public Address System

DeVry (Model RS-ND30) 16 mm
Sound-on-Film Projector



THIS 3-PURPOSE DeVRY IS YOUR BEST BUY

Audiences from three to 3,000 prochein DeVry's three-purpose projector the preferred 16mm. sound-on-film equipment. And why not . . . In addition to theater quality performance in both picture and sound, it is compact, simplified, rugged . . . a unit designed to meet all Audio-Visual and P. M. needs, and meet them well. See it . . . hear it . . . then you'll know why your best buy is a DeVry.

Note well, these three features of the DeVry RS-ND30 portable 16mm. sound-on-film projector: (1) SAFELY projects both sound and silent films; (2) Shows black-and-white and color film without extra equipment; (3) Has separately housed 30 Watt amplifier and sturdy permanent-magnet speaker which give you amplification for either microphone or turntable.

DeVry's new 136-page Film Catalog is your guide to 16mm. sound and silent educational, entertainment and religious films—for rent or sale. Send coupon today for your copy.

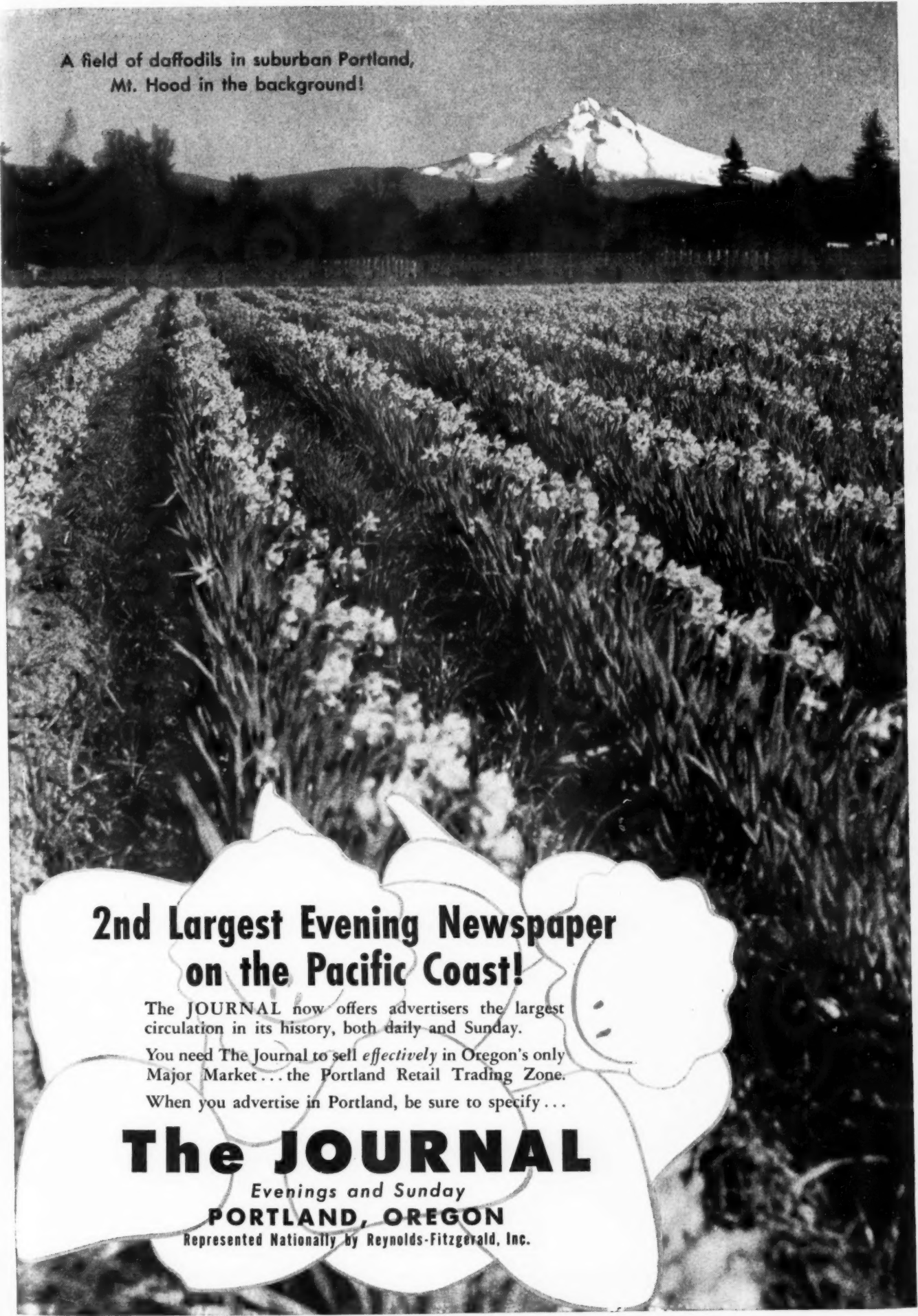


Only 5-time winner of
Army-Navy "E" award
for motion picture
sound equipment.

DeVRY
ELECTRO-TECHNICAL EQUIPMENT, INC.

DeVry Corporation Dept. SM-D3
1111 Armitage Avenue, Chicago 14, Illinois
Without cost or obligation, please send us:
☐ Literature on Audio-Visual equipment.
☐ New 136-page Film Catalogue.

Name
Company
Position
Address
City State



A field of daffodils in suburban Portland,
Mt. Hood in the background!

2nd Largest Evening Newspaper on the Pacific Coast!

The JOURNAL now offers advertisers the largest circulation in its history, both daily and Sunday.

You need The Journal to sell *effectively* in Oregon's only Major Market... the Portland Retail Trading Zone.

When you advertise in Portland, be sure to specify...

The JOURNAL

Evenings and Sunday

PORTLAND, OREGON

Represented Nationally by Reynolds-Fitzgerald, Inc.

What to Do When Customers Don't Know Your Story

BY R. A. REED • Norton Company

When the Norton Company found many customers unaware of large stocks and services available from its warehouses, the company began to issue a series of direct mail folders to keep buyers continuously informed.

"Most customers have no conception of the size of our warehouse nor the service that it renders," complained the Detroit manager of the Abrasive Division of Norton Company on a visit to the home office in Worcester, Mass. "Customers visualize some kind of two-by-four office with a stockroom in back instead of the large, four-story building with a staff of nearly 50 people, and a stock of several hundred thousand grinding wheels.

"Can't we get up a folder to tell customers about Norton's facilities?" the Detroit manager inquired. Out of this plea for local promotion has come not one folder, but a direct mail campaign systematically telling the story.

The campaign began in Detroit but did not end there. A similar series of mailings were made in behalf of Norton warehouses in Chicago, Cleveland, Philadelphia, and Pittsburgh. First mailings were made for Detroit and Chicago. This gave the company an opportunity to test the idea before expanding to other cities.

The first step in laying out the campaign was to decide what Norton's customers and prospects should know about the company's warehouse facilities. So, the company set up these objectives: Show the warehouse location. Describe its size and facilities. Personalize the warehouse staff.

The next step was to incorporate these ideas into a series of folders to be mailed in a timed sequence. Each of the eight folders mailed to date in each warehouse district is similar in format, but photographs and copy are localized for each district. The direct mail folders told the Norton warehouse story this way in Detroit:

1. "Grinding Wheels Where You Want Them—a Norton Stock in Detroit."

This title is printed on the cover in black over a color sketch of the warehouse. The first folder shows a



SERIES OPENER: This is the first of eight folders Norton sent to warehouse customers.

map of Detroit with the location of the warehouse indicated and the accompanying copy briefly describes warehouse facilities. Inside the folder there are interior views of the warehouse. On the inside spread there is a map of the Michigan area with the location of Norton distributors marked, together with their names and addresses. The back cover briefly describes the products and Detroit facilities of other Norton divisions.

2. "How Many Norton Grinding Wheels Do You Think are Stocked in Detroit?"

This title is printed in black over a color picture showing shelves of grinding wheels. The stock theme is carried out in the first spread by the heading reading, "Over 325,000 Grinding Wheels at Your Service." The illustration shows the building in color with interior views superimposed in their approximate locations. The inside spread personalizes ware-

house people who have contacts with customers, or have a part in handling customers' orders. Its title is, "Meet Some of the People at 5805 Lincoln Avenue." Illustrations show various individuals who handle an order, from the telephone girl right through to the shipping platform. A great many people in customer organizations have daily telephone contacts with various members of the Norton warehouse staffs, especially with the order girls, expeditors and sales engineers. These customers got a great kick out of actually seeing pictures of the people who had previously been only telephone voices to them. As a result, the reaction to this second folder was exceptionally favorable.

3. "Which Is Your Man?—There are 12 Norton Abrasive Engineers in the Michigan Area."

The first inside fold shows two men at a grinding machine with the operator saying, "It's got me licked!" and the foreman replying, "We'd better send for the Norton man." The inside spread has a map of the Detroit area with photographs of abrasive engineers in their respective locations. The back page illustrates and describes literature available to help solve grinding problems.

4. "Norton Warehouse Service... Designed for Speedy Deliveries."

This title is printed in black over a color sketch of the building with trucks heading in all directions. The first fold shows a foreman saying to a supervisor, "We need some tool grinding wheels in a hurry," and the supervisor replying, "O.K., we can get Norton wheels. They have warehouse service." The next spread shows interior views in the warehouse and



SALESMEN are people you know.

SALES MANAGEMENT



"On-ward Chris-tian Sol-jers..."

"TIS SO!"
"TAINT NEITHER!"



**QUESTION: WHAT TOWN
IN U. S. A. HAS MOST
CHURCHES FOR ITS SIZE?**

"Fergus Falls, Minnesota, has most churches: one for every 571 residents." So ventured Oz Black on his weekly cartoon color page of Upper Mississippi Valley oddities and actualities, "Front and Center," which is a best-read feature of the Minneapolis Sunday Tribune.

Refutations, arguments, counter-claims flew fast. From pastors and flocks in 144 communities in five states came rival demands for the title, hot calls for a recount. Champion by latest tally: devout hamlet of Butte, North Dakota (pop. 261), with a church for every 37 inhabitants.


To kindle such competitive spirit, and to direct it toward worthwhile civic and social endeavors, Oz Black's

Sunday page sparkles with facts, fancies and foolery. Material contributed by Minneapolis Star and Tribune readers keeps Black's mail baskets brimming.

More examples of the wizardry of Oz: Strange Vegetable Department, where appear carrots with bathing beauty legs, radishes with Truman profiles, fist-shaped potatoes and kindred garden curios; the Unusual Name and Occupation Section where Undertaker Graves or Bury rubs elbows with Doctors Hurt and Holler; a weekly puzzle concealing names of towns and villages, over which whole families ponder on Sunday mornings. Such shenanigans garnish stories-in-cartoons about Upper Mississippi Valley projects, achievements, resources and state and community enterprises which merit popular support.

The same kind of localized appeal which earns top readership for Oz

Black's Sunday page is a cover-to-cover characteristic of the Minneapolis Star and Tribune. Strong local staffs of reporters, columnists, cartoonists and editors set the pace for a news-covering job in which are enlisted all the major news and picture services, the best commentators, the top features. That is why the Minneapolis Star and Tribune are welcomed in more than 400,000 homes every weekday, in more than 500,000 homes every Sunday, not only as complete, reliable, well-edited newspapers but also as good neighbors and dependable friends.



MORE THAN
500,000 Sunday
400,000 Daily
in the
Paul Bunyan Market

Minneapolis Star ★ ★ ★ Minneapolis Tribune

EVENING

JOHN COWLES • President

MORNING & SUNDAY

MARCH 15, 1947

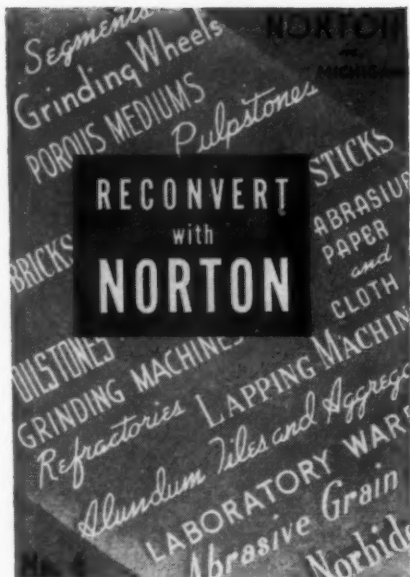
how teletype service makes available facilities of Norton warehouses in other cities. The inside spread shows how stocks come from Worcester and are distributed throughout the Michigan area by truck.

5. "Distributor Stocks in 13 Cities in the Detroit Area."

The objective of this folder is to emphasize Norton's distributor service. The first spread shows how wheels go from the Worcester factory stock, to the warehouse stock, to distributor stock, and then to the customer's machine. On the inside spread is a replica of a business card for each distributor with a sketch of the distributor's building together with address and telephone number.

6. "Reconvert with Norton."

The particular objective of the folder is to tie in the many other Norton products and thus give grinding wheel customers an over-all picture of the entire Norton organization. The first spread illustrates and describes the Norton line of refractories and shows a picture of the refractories man for the Michigan territory. The second spread illustrates grinding and lapping machines and has a picture of the Machine Division district manager. The inside spread covers grinding wheels, NORBIDE products, pulpstones and NORTON FLOORS products. Pictures are included of the district manager or district engineer for each line of products. The back page illustrates prod-



SELLING THE LINE: Norton's folder tells abrasive customers about other products.

ucts of the Norton Behr-Manning Division and its district manager.

7. "Are You Using Cut-off Wheels That Really Fit Your Jobs?"

The title appears in black over a photograph in color of a cut-off wheel. This folder is a slight departure from others inasmuch as it features a special type of grinding wheel. The folder is made local, however, by a picture of the Detroit warehouse and calling attention to the stock of cut-off wheels carried there.

8. "Are You Using the Sensational

New 32 ALUNDUM Grinding Wheels?"

This is the current folder and is put out as part of our campaign to introduce a new and revolutionary abrasive. It is used simultaneously for all warehouses but is localized by a picture of each warehouse and by local performance records.

These descriptions cover the series as published to date for all of the warehouses except Pittsburgh. Our facilities in Pittsburgh are not as large as in other cities. Therefore, not all of the folders have been prepared for Pittsburgh. An extra folder recently was put out for Philadelphia, featuring a new addition to the building. Additional folders will be added to the whole series from time to time.

In order that the campaigns be truly local, mailings are handled entirely in each city, using envelopes with a local corner card and local postal permit. Inasmuch as clerical staffs at the warehouses are not familiar with bulk mailing procedures and are already overburdened with regular work, mailings are handled in each city by a professional addressing house. Lists are completed under the direction of the district managers with help of their salesmen and distributors in their area.

With a product such as grinding wheels it is very difficult to trace sales to any particular piece of advertising or any particular campaign. All district managers are enthusiastic about the campaign, and they feel sure that the results have been very satisfactory.

KRNT Hoopers Continue UP-UP-UP

PLANNED PROGRAMMING AND AUDIENCE PROMOTION CONTINUE TO REWARD KRNT AND YOU WITH THESE RESULTS. CHECK THEM CAREFULLY.

HOOPER STATION LISTENING INDEX DES MOINES CITY ZONE

MORNING, 8 A.M. - 12 NOON, MON.-FRI.

	KRNT	STA. B	STA. C
NOV.-DEC. 1946..	48.1	16.4	28.4
NOV.-DEC. 1945..	46.6	24.2	26.2

AFTERNOON, 12 NOON-6 P.M., MON.-FRI.

	KRNT	STA. B	STA. C
NOV.-DEC. 1946..	36.3	19.4	40.8
NOV.-DEC. 1945..	27.7	21.8	47.8

EVENING, 6 P.M. - 10 P.M., SUN.-SAT.

	KRNT	STA. B	STA. C
NOV.-DEC. 1946..	26.7	25.9	46.4
NOV.-DEC. 1945..	21.1	29.0	49.0

SUNDAY AFTERNOON, 12 NOON - 6 P.M.

	KRNT	STA. B	STA. C
NOV.-DEC. 1946..	34.5	25.7	37.4
NOV.-DEC. 1945..	35.1	25.0	35.5

SATURDAY DAYTIME . . . 8 A.M.-6 P.M.

	KRNT	STA. B	STA. C
NOV.-DEC. 1946..	30.8	28.2	34.7
NOV.-DEC. 1945..	26.8	25.8	40.5

TOTAL RATED TIME PERIODS

	KRNT	STA. B	STA. C
NOV.-DEC. 1946..	32.7	23.3	41.1
NOV.-DEC. 1945..	27.5	26.1	44.1

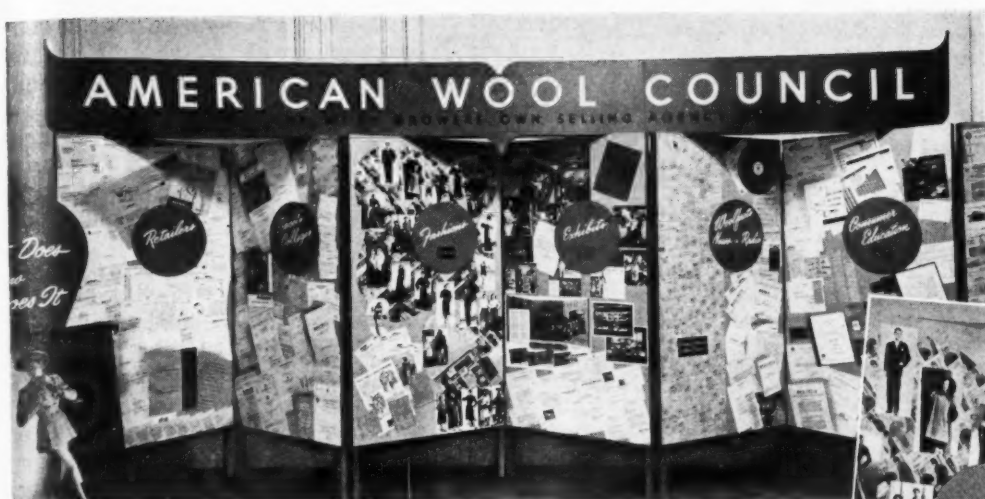
BuyListeners•BuyCustomers•BuyKRNT

Represented by the Katz Agency

KRNT • DES MOINES

A Cowles Station

KRNT is available with WNAX and WMT as the Mid-States Group. Ask the Katz Agency for Rates.



SEEING IS BELIEVING: 1946 operations of the Council were shown on a series of eight linked panels, each with a center circular plaque bearing the title of the operation. Accuracy of the volumes of correspondence, press clippings, radio scripts, etc., was attested by a certified public accountant.



Graphics Speed Up And Spark Up Wool Council Annual Report

BY A. B. ECKE

"Don't tell—show!" That slogan gave new life and interest to the yearly summary of production, promotion and public relations presented before members of the American Wool Council. A fashion show rounded out the program.

Something new in the way of convention programs was staged before the wool growers, wool textile manufacturers, and wool distributors when they met recently in San Francisco. There were no bulky bundles of words and statistics thrown at them. Instead, everything was presented to them in visual reports in which color symbols and charts played major roles.

Each year the public relations firm of F. Eugene Ackerman and Associates, who direct the activities of the American Wool Council, has prepared an annual report and distributed it at the Council's annual meeting. In 1946 the report combined

the pictorial and printed word in a statement of accomplishments which was examined and attested to by a certified public accountant.

"Making an annual report of public relations and promotional activities is always difficult," says Mr. Ackerman. "This year our public relations campaign and annual report were presented as an exhibit. The importance of wool to our national economy, as it moves from sheep to dealer, and from dealer to textile manufacturer; finally ending its journey as clothing in the thousands of men's and women's clothing stores throughout the country, was illustrated in charts

and graphs. The increase in value of the raw product—wool—in its various transitions from fleece to fabric to clothing was shown, together with the number of people engaged in the vast combined industries, the wages paid and the contribution all—sheep raiser, textile manufacturer, and clothing merchant—make to our national economy. Altogether, more than a million people are engaged in producing from sheep to clothing products worth over \$7,000,000,000."

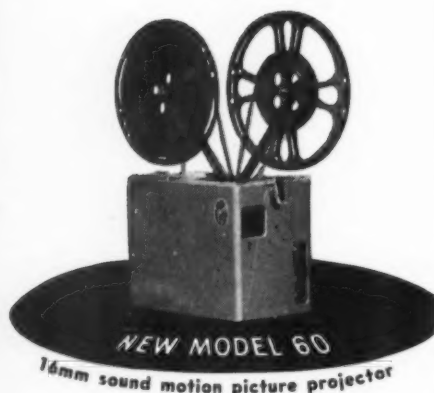
The operations of the Council for 1946 were shown on a series of eight linked panels, each with a center circular plaque bearing the title of the operation. An over-all title proclaimed the Council to be the "Wool Growers Own Selling Agency," and an egg-shaped swinging panel at the beginning was titled "What It Does—and How It Does It."

Each panel was 3½ feet wide and 6½ feet high. The plaques, titled

MARCH 15, 1947



1947 Victor Triumph



--in training and selling

An innovation in 16mm sound projector development . . . the new, sleek Victor "60" combines modern design and many new mechanical improvements. It is truly the finest training and selling tool in industry today.

As smart in appearance as today's airplane luggage—with its light-weight, aluminum case and matching speaker—the Model "60" further affirms Victor leadership in the 16mm equipment field. As far ahead as its striking appearance are the new engineering refinements which provide greatest simplicity of operation and peak performance.

Learn about this training and selling triumph by writing today for booklet describing "The New Victor 60" — a booklet of good counsel in making your sound movie equipment selection.



VICTOR

ANIMATOGRAPH CORPORATION

A DIVISION OF CURTISS-WRIGHT CORP.
Home Office and Factory: Davenport, Iowa
New York • Chicago

Distributors Throughout the World
MAKERS OF MOVIE EQUIPMENT
SINCE 1910

"Retail Merchants," "Educators," "Radio and Press," "Experiments," etc., were presented in a brilliant henna color with explanatory phrases in varnished black. The sub-titles such as "thousands of newspapers — millions of readers," were drawn in black on cream white oblongs. Around the plaques the length and width of each panel were literally thousands of clippings, letters, montages of the bulletins and brochures issued during 1946, examples of fabrics which were tested, and the actual reports issued on these tests. One panel was devoted to the world acceptance of the Council's operations, and included letters and requests from the Australian Wool Realization Commission, and advance publicity on the Australian wool situation sent to the American Wool Council for public release.

from 70 to 90% of its apparel wool. Another series of charts showed graphically why this country is now using 1,000,000,000 pounds of wool annually as against an average of 600,000 pounds in pre-war years. These charts portrayed the growth in population, including different age groups, the increase in number of families and the number of births since 1939. One analyzed the new "preference group," that part of the population with incomes which permit them to select clothing by preference rather than to buy what clothing it can afford. This chart indicated that this portion of the population earning more than \$3,000 per year now receives a total income greater than the Nation's best total income in any pre-war year.

On tables below the charts were

WE MUST IMPORT 70% OF OUR WOOL NEEDS



presidents and merchandise managers of the leading stores of the city, and the fashion press, all of the latter being guests of the American Wool Council.

The Manufacturers and Wholesalers Association of San Francisco, which contributed the garments, was represented in force, and Morris Goldman, an outstanding garment creator and producer, was chairman of a distinguished fashion committee and was also the commentator. The Council printed a special program for the show as a souvenir. Miss Pandora Hollister, who has had long experience in fashion show organization in Hollywood and San Francisco, acted as a coordinator. Jane Morrow of the American Wool Council cooperated with her, and wrote the script for the commentator.

Before the opening of the convention and the staging of the fashion show, advance announcements were sent to the radio and the press in San Francisco. On his arrival in San Francisco, Mr. Ackerman was host to some 35 fashion writers and radio commentators, and appeared on five radio interviews. Photographs of the costumes in the fashion show were taken a week prior to the event and were in newspaper, press association and syndicate offices in New York City and elsewhere throughout the country two days before the first model, who tossed off a white fleece overcoat to reveal a Gantner model bathing suit, walked onto the stage.

The cost of the convention, including the fashion show, Mr. Ackerman says, was not much greater than the cost of an impressive, readable report. Its result, he states, convinces him that a carefully prepared visual report which really has a story to tell has no rival where groups of interested people can be gathered together.

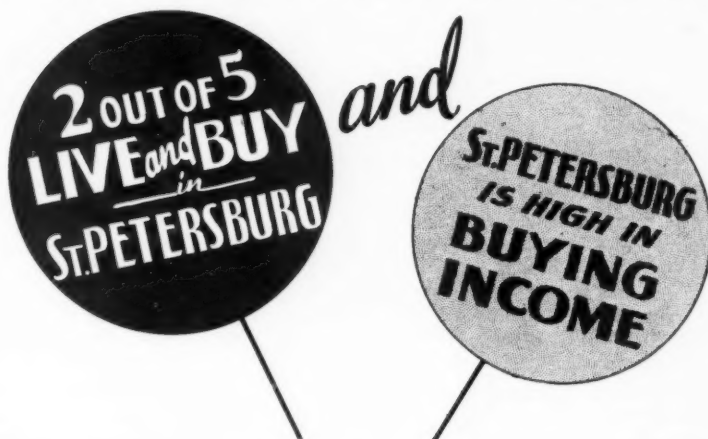
Anso's Benefit Program . . .

Do your employes know how much of the sales dollars goes into their paychecks? What do they know about pay for days off and holidays, for illness, reporting for work when there is temporarily no work, for vacations, and if they're laid off permanently?

If you're looking for some good ideas for a simple way to present all this information, a booklet just issued to employes by Anso Division, General Aniline & Film Corp., Binghamton, offers some cues. It's called "Your Pay at Anso," and is the first of a series of booklets which will explain Anso's benefit programs.

MARCH 15, 1947

IN THE TAMPA-ST. PETERSBURG MARKET



The Census Bureau has combined St. Petersburg and Tampa as one Metropolitan Market . . . the largest on Florida's west coast and one of the richest markets in the south. 2 out of 5 people in this market live and buy in St. Petersburg and these are exceptionally high in buying income. The effective buying income of St. Petersburg alone according to Sales Management figures for last year was \$127,447,000.00. Strange as it may seem, the advertiser cannot cover St. Petersburg by using Tampa newspapers. No Tampa newspaper has as much as 600 average daily circulation here. To sell St. Petersburg use St. Petersburg's own newspapers.



ST. PETERSBURG, FLORIDA TIMES (M & S)—INDEPENDENT (E)

Represented nationally by Theis & Simpson Company and in Jacksonville by V. J. Obenauer, Jr.

Records are meant to be kept ... FOR A LIFETIME

GOOD RECORDS are an important element in your business success. Be sure yours will give life-long service... guard vital statistics without dog-earing or splitting under constant handling... eliminate the need for costly re-copying. Ask your printer for his opinion before you choose any record paper. Because he knows all about the subject we know his recommendation will be



Rising No. 1 Index

✓ 100% rag

✓ White and four colors

✓ 5 weights

✓ 2 sizes

When you want to KNOW . . . go to an expert!



Rising Papers

Ask your printer . . . he KNOWS paper!

Rising Paper Company, Housatonic, Mass.

How British Set Standards, Qualify Men for Sales Profession

Since 1928, the Incorporated Sales Managers' Association, London, has been testing embryo salesmen on their knowledge of marketing and salesmanship and issuing certificates to those who qualify. Here is the ISMA plan.

In Britain a young fellow who applies for a job as salesman is not necessarily stumped by the question, "What experience have you had?" or stricken tongue-tied by the equally probing, "What makes you think you can sell?" or "Why do you want to be a salesman?"

If he holds a certificate from the Incorporated Sales Managers' Association, London, he can say: "I have no experience but I have satisfied the National Education Committee of the ISMA that I have a working knowledge of economics, commerce, business statistics, commercial law, and the principles of accounts. That influential body has certified that I am up to their pretty rigid standards of what a salesman should know about market research, merchandising, budgetary control, sales forecasting, principles and practices of salesmanship, sales organization and control, and advertising. All I ask is an opportunity to put this knowledge—theore-

tical, I admit—at work in your service."

The applicant's ISMA certificate is a warranty that for at least two years he has plugged away steadily at a course of study in the above subjects. He can plead that if he has put in strenuous evenings for two years working through such a syllabus, emerging with a parchment, he has done so because he is determined to be a salesman, has no serious illusions about that calling, and is being deluded with no *ignis fatuus*.

ISMA is a responsible organization with a membership of over 2,000 sales managers and other sales executives. It was incorporated in 1921 and seven years later instituted examinations in salesmanship with a view to increasing the efficiency of the younger men and women entering that calling. A further objective was to provide employers with a standard for estimating candidates for position or preferment. Year by year the syllabus of study has been broadened and the pass standard advanced. The present course of study gives the student a sound elementary understanding of the place of industry in the world of affairs and provides an insight into the main principles of sales management.

To quote the syllabus: "The examination standards are such that when a student has passed his Final he will be equipped with a knowledge which, when supplemented subsequently by practical experience, will be an asset in his professional development."

ISMA headquarters are in London, with a permanent general secretary, and there are 14 branches throughout the British Isles, each with its local chairman, honorary secretary, and member on the national council.

There are two examinations on two consecutive days in June each year, the Qualifying and the Final. No preliminary educational test is required, but candidates are advised that they will need to reach a good general standard of education. At the Qualifying examination, the candidate must pass in three of the following subjects: commerce (compulsory) economics, business statistics, commercial law, principles of accounts. The Final is divided into two parts which may be taken together or separately in two consecutive years. Part I covers "Planning the Sales Policy;" Part II, "Implementing of Sales Policies and Plans."

Intensive nature of the study is indicated by a breakdown of the subject "Commerce," calling for an understanding of the definition and scope of the term; the structures of business, capital, retail and wholesale trade; the mechanism of exchange, and foreign trade. The definition and scope of "Economics" are required, as well as knowledge of production, distribution, industrial organization, and population. "Business Statistics" and "Commercial Law" are equally searching in their demands on the student's knowledge. "Principles of Accounts" calls for a general knowledge of the fundamentals of book-keeping and accounts.

Having taken this first hurdle, the student proceeds in the Final to grapple with the specific mysteries of salesmanship. He delves into market research and ascertains all the facts necessary for the framing of sales poli-



Agricultural Scoops

Whatever happens of interest to farmers, it's a hundred to one The Weekly Kansas City Star will get it first, print it first and deliver it first.

In Washington, Jefferson City, Topeka, The Weekly Star has its own news bureaus. It has a corps of roving correspondents. It has arrangements with special writers alert to any item or happening that bears on agriculture. These observers watch all fronts—politics, markets, legislation, administrative directives, farm meetings.

The Weekly Kansas City Star goes to press late Tuesday and is in the mail that night—more than 400,000 copies. The Weekly Star reaches 90% of its subscribers Wednesday morning. That's speed—thanks to fast reporting and a battery of high-speed newspaper presses such as no other farm paper in the Middle West enjoys.

*Ask your advertising agent
if any other farm publication
covers the Midwest so
thoroughly, so cheaply.*

The Weekly Kansas City Star.

423,816 Paid-in-Advance Subscribers



USE REPLY-O LETTER

FOR QUESTIONNAIRES, MARKET SURVEYS!

Results of 50%, 60%, and 70% are not unusual with Reply-O "list-cleaning" letters. Proportionately high returns on all types of Questionnaires and Market Surveys. This easy-to-answer letter gets more replies.

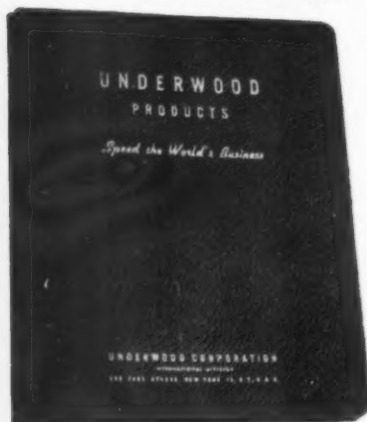
What Are
Your Needs?



Write to THE
REPLY-O PRODUCTS CO.
150 West 22nd Street, New York 11



CUSTOM BINDING
IS ALWAYS
"JUST RIGHT"



for The Underwood Corporation
Concealed post binder, "accor-
dion" back, in flexible Lexide.

SLOVES

mechanical binding co. inc.
121 Varick St. • New York 13

LOOSELEAF • MULT-O • CERCLA
COILED WIRE • CERLOX • POST
SWING-O-RING • SPIRALPLASTIC

cies. From there he engages with budgetary control and sales forecasting, completing Part I of the Final.

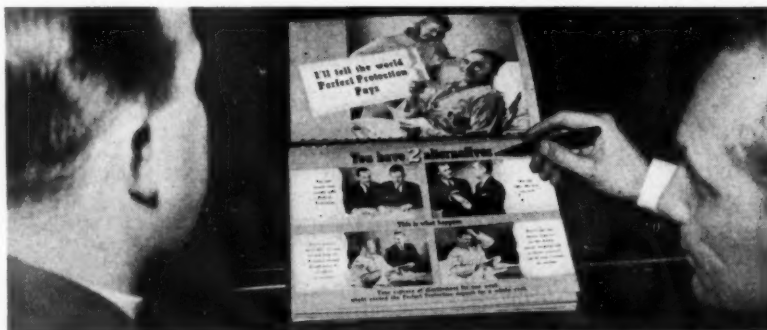
Part II is concerned with personal selling in action. The student must grasp the function, scope, development of selling, and absorb a thorough and sincere appreciation of its ethical consideration, and its important place in modern commerce. He is required to answer questions about psychological aids to salesmanship; to explain how attention, interest, conviction, action, and satisfaction bring about a series of mental states that result in a sale. He must know about response to a particular stimulus and how to determine the relation of the buyer's wants and needs to the sales proposition.

Other fundamentals of salesmanship must be carefully scrutinized, such as selling personality, attitude, appearance, speech, manners, and so on, including complete knowledge of the product and market. Time must be devoted to the technique of selling—pre-approach, approach, presentation, meeting objections, closing, equipment, and standardized talks. Questions will be asked about sales

organization, its various forms and basic principles; about the co-ordination of sales and advertising, sales and transport, sales and product design and packaging, and sales and production.

The scope and function of advertising must be studied to ascertain its general principles, its psychology, planning and economics. Incidentally, some knowledge is required of media selection, layout, copy, the agency service and functions, the legal aspects of advertising, libel, and copyright. Finally, there must be a clear appreciation of the relation of the sales department to the advertising department.

To qualify for this ordeal, a candidate for the Qualifying examination must be 18 years of age. For the Final, the age is 19 or over. Any student having passed a British university, or holding a certificate from any one of several specified educational institutions, is exempted from the Qualifying examination. On the completion of the Final, successful candidates are awarded a certificate, and, on application, admitted associate membership of ISMA.



Salesman Tailors Kit To Fit His Own Approach

When a salesman for Reliance Life Insurance Company of Pittsburgh sits down with a prospect, he knows his visual sales kit is set up the way he personally wants it to answer all the questions on juvenile insurance . . . or retirement insurance . . . or monthly income insurance. With this loose-leaf kit, each salesman can arrange each of the 25 standard Reliance pages, or he can insert material of his own, in the order that suits his own presentation method.

This kit is an 11½ by 9¼ inch grain leatherette binder with a Swing-O-Ring fastener, which gives a permanent appearance to a loose-leaf job. In the binder are 10 Cellophane envelopes, open at each end, with black cardboard stiffeners, perforated to fit the fastener. Reliance issues 25 blue, black and white sheets bearing field-tested sales pictures and facts for the salesman to place in these cellophane envelopes, one on each side.

3 OUT OF 4 LEADING RUBBER COMPANIES* USE ILLUSTRAVOX TWO-WAY TRAINING



AMERICA'S great rubber industry is only one of many using Illustravox sound slidefilm equipment. In all types of sales and production training, business leaders agree, *Illustravox two-way training is the one best way—the most effective, the least expensive.*

Dramatic pictures and spoken words command interest—focus full attention on your training or selling message. *Trainees learn as much as 55% faster, and remember up to 70% more and longer!*

Field-proven in peacetime and war, Illustravox is now training more men and women than ever before. Over

80% of all sound slidefilm equipment in use bears the Illustravox trademark. Illustravox gets results—results that mean better business for you—more sales and more efficiently trained personnel. Place your order today! The Magnavox Company, Illustravox Division, Department SM-3, Fort Wayne 4, Indiana.

See "The Illustrated Voice." Outstanding commercial film of the year, it shows how Illustravox can best be applied to your training and selling needs. Ask your Illustravox dealer for a showing today!

*GOODYEAR GOODRICH UNITED STATES RUBBER

ILLUSTRAVOX

THE ILLUSTRATED VOICE

DIVISION OF THE **Magnavox** COMPANY • FT. WAYNE
MAKERS OF FINE RADIO-PHONOGRAPHS



No special textbooks are recommended for study, but provision for training facilities in various parts of the country is made by arrangement with the Minister of Education and local education authorities. For students who cannot obtain such tuition, ISMA recognizes three correspondence schools.

A few excerpts from test papers may give some idea of what ISMA requires of students who seek its imprimatur. In the Qualifying examination he is asked to write short notes on the Iron Law of Wages, The Elasticity of Demand, the Law

of Diminishing Utility, the Law of Diminishing Returns, and Monopoly.

On "Market Research," in the Final, one question is: "'More surveys go wrong because of bad sampling than for any other reason.' Discuss this statement." Another question is: "What periodicals would you include in a reading list for manufacturers who wish to keep an eye on general market and economic trends?"

In the paper on "Marketing" appears the question: "Is a price maintenance policy desirable? Comment on the advantages and disadvantages of

price maintenance, and give one example of a product likely to be placed in each category, stating why." Under "Sales Organization and Control," is set this problem: "As a sales manager controlling 100 salesmen selling patent medicines to retail chemists, what different methods of remuneration could you consider, and which method would you adopt? State your reasons."

Questions on advertising included: "In an emergency, such as war, when things are in short supply, or even unobtainable, would you recommend advertising such articles or not? Give reasons for your answer and, where necessary, explain how you would deal with the situation." On the same subject, a compulsory question was: "Assuming you are dealing with an 'everyday' product which has not been advertised before, how would you: (a) plan a test advertising campaign? (b) decide if it were successful or not?"

Questions Cover Wide Field

Less remotely connected with salesmanship is this last excerpt from the paper on "Sales Policy and Control." It reads: "A firm has decided to grade its customers, the aim being to compile a list of approved customers whose purchasing power and credit records are good. These customers are to be given a higher discount or allowance in return for some regular cooperation in the sales effort. What forms would the cooperation take, and how much could the allowance be arranged so that it could be withheld without annoyance if the desired cooperation was not forthcoming?"

Were the compilers of these questions rather hoping that from the callow cogitations of these young men and women of 19 years there might lead the occasional idea that would help the examiners solve certain problems, an idea which their own labored study had so far failed to strike out? One is reminded of Mr. Pecksniff on the eve of his departure for London, tenderly solicitous that young Martin Chuzzlewit should be profitably employed during his absence.

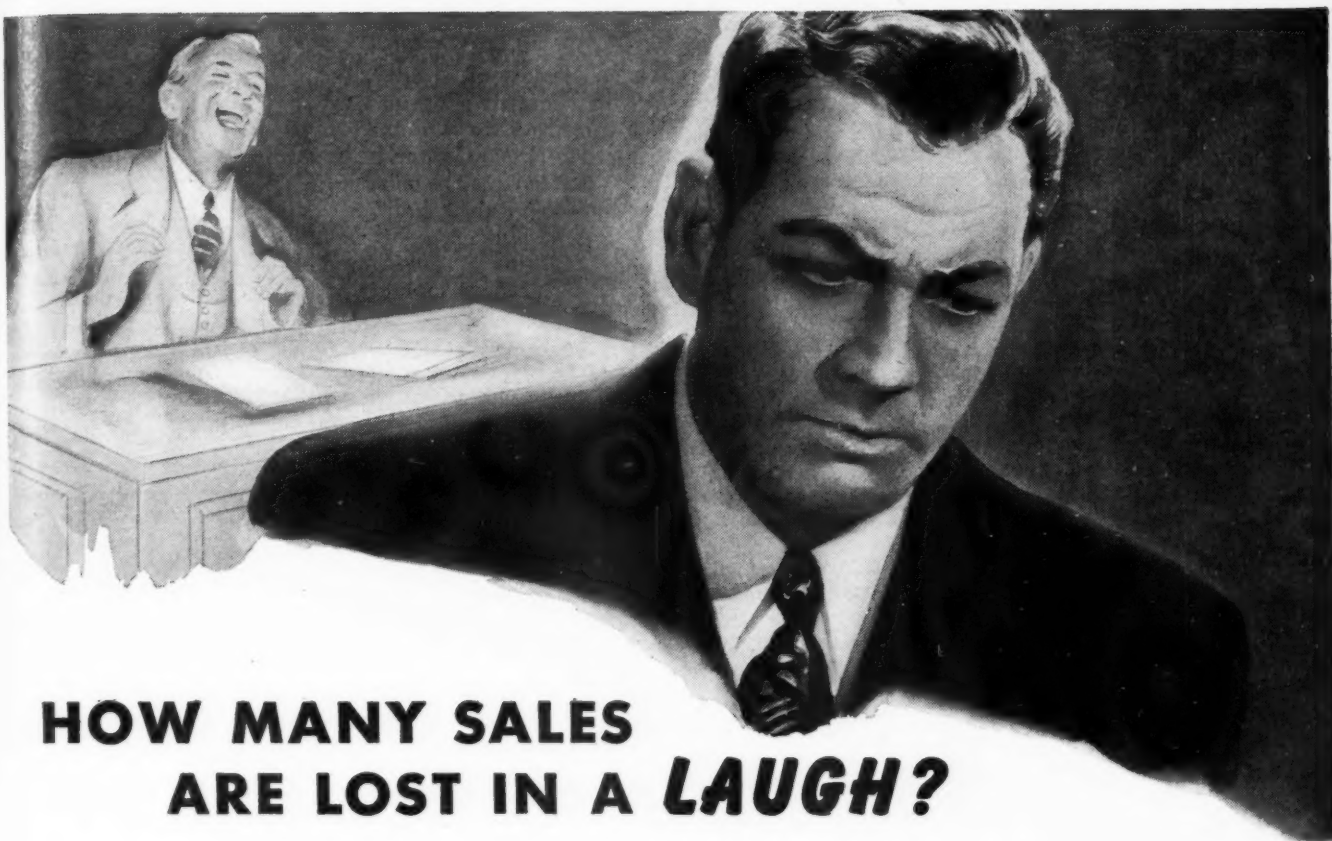
"Come!" said Mr. Pecksniff. "As you're ambitious, and are a very neat draughtsman, you shall — ha, ha! — you shall try your hand on these proposals for a grammar school. Who knows but a young man of your taste might hit upon something, impractical and unlikely in itself, but which I could put in shape? Ha, ha, ha! Now it really will be," continued Mr. Pecksniff, clapping his young friend on the back in his droll humor, "an amusement to me to see what you make of the grammar school!"




Every important market has had a marked increase in retail sales during the past five years, but Quad-Cities' has been far above average. Even before the war, the Quad-Cities trend was upward. From 1935 to 1939, retail sales increased 43 percent—from 1939 to 1945, 56 percent. Today, the Quad-Cities is the largest population market in Illinois and Iowa, outside of Chicago.

Nearly 60% of Quad-Cities' population live on the Illinois side and read the Argus-Dispatch newspapers . . . the only dailies published in the Rock Island-Moline zone.





HOW MANY SALES ARE LOST IN A LAUGH?

Some salesmen can tell a story well, enjoy listening to and laughing at a customer's joke. Yet they cannot see humor in situations involving themselves or their organization. They cannot take "kidding." This trait can often cost not only the immediate sale—it may mean the loss of future business.

The degree of a man's sense of humor is not revealed in interviews, yet it is highly important to discover this trait—*before* you are involved in the considerable expense of hiring and training a man who does not fit your sales requirements.

Klein Sales Aptitude Tests will uncover the many mental facets that you should know about your sales applicant—not only his sense of humor, but his degree of dominance, tact, emotional stability, self-sufficiency, mental capacity and objectivity. The capacity of those factors that a man possesses spells success or failure in a particular field of selling. It is vital that you should know them—if you are to

hire top-notch producers for today's growing competitive market.

Leading organizations have long depended upon Klein Sales Aptitude Tests to reinforce normal procedures of interviews, credit and reference checks and review of past experience. With Klein Procedures, management is provided with a definite picture of a salesman's potentialities—a yardstick for handling him to best advantage if hired.

Klein Sales Aptitude Tests need not be supervised. The applicant simply fills in the tests—you return them to us. We will forward a completely confidential, concise report. The report will include a specific recommendation to hire or not.

A simple, inexpensive plan has been formulated by which you can determine just how effectively Klein Sales Aptitude Tests will work for you. A request on your letterhead will bring complete information.

THE KLEIN INSTITUTE FOR APTITUDE TESTING, INC.

GRAYBAR BUILDING

• 420 LEXINGTON AVENUE •

NEW YORK 17, N. Y.

TELEPHONE: MUrray Hill 3-5171

Pitfalls to Avoid When You Sell Ideas

BY ALBERT WOODRUFF GRAY

It seems like a simple matter to market your brain children, but insufficient care in disclosing ideas can lead to a dispute in court. Lack of a complete understanding causes grief on the part of both the prospect and the idea-man. Here Mr. Gray reviews some cases, suggests precautions.

In one of the federal district courts a few months ago another of the many attempts to recover payment for an idea came to naught. The idea, eluding its owner, vanished like so many others, into the realm of public domain.

Four years ago according to the story of the case, the possessor of a scheme submitted it to RKO Pictures. The motion picture was to be written around the famous Palace Theatre, in New York City and the vaudeville characters that in years past have made that play house famous.

On this somewhat vague idea of the apotheosis of the Palace play house, the author proposed four

possible plots in a superficial outline. For these ideas, complained their owner, not only had nothing been paid by the picture company but the plan had been appropriated and used in the production of the picture "Show Business," where was starred a famous comedian.

Irrespective of the merits of the claim for compensation, a recovery by the idea man proved as elusive as the idea itself, fading into nothingness with the dismissal of the action in federal court.

"Even treating the idea as a business suggestion rather than as a literary property, it is incapable of protection since there was no con-

tract, express or implied, between the parties prior to the disclosure of the idea. It was a voluntary disclosure made without solicitation on the part of the picture company."¹

Here the court emphasized the vulnerable spot in probably 80% of the negotiations in idea transactions. Many of these promotional ideas are of substantial worth to their transferees, but too trusting or too anxious to sell, their owners leave out the keel to their boat and at the first onslaught of a controversy over their monetary return, the boat founders on the rocks of a misunderstanding.

Out of the conception of the idea for the world's fair, conducted some years ago in New York City, arose two other incidents of claims for recompense for ideas contributing to the achievement. The first is told in the opinion of the court where Howard Ketchum, a color engineer, sued for an accounting of the profits from the New York's World's Fair 1939 enterprise by virtue of a color chart or map furnished for the construction of the project. The court here asserted that had the world's fair company made use of this color chart its author would unquestionably be entitled to recover. However, this case went the way of the claim against RKO Radio Pictures, Inc. and its host of kindred claims for lack of a contract and a definite understanding between those concerned.

"The conclusion is inescapable," said the trial judge, "that although the plaintiff's plan is excellent the defendant did not follow it. . . . It would have been far better if the defendants had advised plaintiff that his services were not required rather than encourage him in his efforts, as is indicated in the correspondence. Frankness and candor on the part of defendant's representatives, rather than the desire to be polite, would have saved the parties endless time and litigation."²

The other story must be assembled outside the records of the courts. Only two references to the litigation occur in the law reports telling of the existence of this litigation.³

Standing one day at Wall and Broad Streets, where the first president of this country took the oath of office in 1789, Joseph F. Shadigan conceived the idea of a fair, signaling the one hundred and fiftieth anniversary of that event. This idea, ac-



"Wilbur, how soon will the Republicans do something about pepper and tapioca?"

1. O'Brien v. RKO Pictures Inc., 68 F. Supp. 13.
2. Ketchum v. New York World's Fair 1939, Inc., 34 F. Supp. 657.
3. Shadigan v. George McAneny and New York World's Fair 1939, Inc., 7 N. Y. S. 2nd 807.

SALES MANAGEMENT

according to Mr. Shadigan, was detailed by him to George McAneny and from it sprung the program of the world's fair at that time.

Mr. Shadigan, in his action, named one million dollars as the price of his idea. According to contemporary newspaper accounts, the case was settled for \$45,000 dollars for this idea born of the suggestion to its owner looking dreamily that day at the building standing at the head of Broad Street.

Here again was lacking the negotiations for the sale of this idea the concise valuation and definition of the service performed and the terms of the payment that would undoubtedly have saved the controversy from ever reaching the litigation stage.

It is this point that is emphasized again and again in court decisions supported, more often than not, by reference to a decision rendered over half a century ago against the Equitable Life Assurance Society. A new system for soliciting life insurance was outlined to the insurance company by John Bristol. The plan, he claimed, was used by the company without his consent and compensation.

Classic Comment

The comment of the highest court of New York State has become a classic. "Without denying that there may be property in an idea or trade secret or system, it is obvious that its originator or proprietor must himself protect it from escape or disclosure. If it cannot be sold or negotiated or used without disclosure it would seem proper that some contract should guard or regulate the disclosure, otherwise it must follow the law of ideas and become the acquisition of whoever receives it."⁴

Not always however have these idea proprietors been this thoughtless or fared so ill in their transactions. Some years past a Christmas advertising campaign was submitted to one of the leading department stores of the country. The basis of the idea was a series of advertising slogans set out in the program for stimulating the approaching holiday trade. Apparently without the consideration due the author of the plan, the store freely featured the scheme in its Christmas advertising. A jury awarded the author a reputed \$7,000, subsequently sustained by the appellate court, irrespective of the absence of any contract or agreement other than the interchanged correspondence and memoranda.⁵

4. Bristol v. Equitable Life Assurance Society, 132 N. Y. 264.

5. Healey v. R. H. Macy & Co., 277 N. Y. 681.

There is a story of a youngster arguing his first case. He opened his presentation of the law with, "Your honors, as I understand it, law is an exact science." The presiding justice, laying aside his glasses and leaning across the bench with perhaps shadowy recollections of days when he, too, had given place in his thoughts to such utopian dreams, asked with a smile, "Counsellor, would you mind quoting your authorities."

The nearer the approach of idea negotiations to that dream of exacti-

tude, the better is the position and the more effective the effort of their author for securing adequate consideration and recompense.

A letter one time sent to the Liggett & Meyer Tobacco Co. said, "I am submitting for your consideration an original advertising scheme to be used in the way of billboard advertising. The idea consists of this: Two gentlemen, well groomed, in working clothes or in hunting togs, apparently engaged in conversation, one extending to the other a pack of cigarettes, saying, 'Have one of these,' the other



Leading sheep-raising county of Tennessee is Wilson, famous also for its "First Monday" trading days at Lebanon, the county seat, and a leading county in hogs, cattle, eggs and lespepeza. Blankets, shirts and hosiery are important manufactures. TVA power serves the entire county. Lebanon is the site of Cumberland University and Castle Heights Military Academy. Wilson is one of the nearby-counties of the 36 in the Nashville trading area—the \$600,000,000 market blanketed by Nashville's two great newspapers.

NASHVILLE CITY ZONE POPULATION	266,505
NASHVILLE MARKET POPULATION	920,843

Nashville Banner The Nashville Tennessean

 EVENING MORNING SUNDAY

NEWSPAPER PRINTING CORPORATION, AGENT

Represented by The Branham Company

**Vicks
sells hard
with
spot radio**



ASK YOUR
JOHN BLAIR
MAN

Offices in Chicago
New York • Detroit
St. Louis • Los Angeles
San Francisco

**JOHN
BLAIR
& COMPANY**

REPRESENTING LEADING RADIO STATIONS

Our sales promotion
SLIDES
make selling
easy as **ABC**

Specialized Facilities for
design preparation and
complete production,
plus projection service.

**PRESENTATIONS
FILM STRIPS AND
SLIDES**

35 mm — 2" x 2" — 3 1/4" x 4"

Black and White Kodachrome

**NATIONAL STUDIOS
BRYANT 9-3684**

145 WEST 45th STREET
NEW YORK 19 N. Y.

replying, 'No thanks, I smoke Chesterfields.'"

Two and a half years later in magazines and daily newspapers throughout this country and Canada appeared an advertisement, "A picture of two men and a caddy with gold clubs, one man having an open cigarette case and the other with a package of Chesterfields, and the slogan, 'I'll stick to Chesterfields.'"

The verdict of the jury was an award to the author of the idea. In sustaining this verdict, the appellate court said "There was abundant evidence to the effect that the advertising scheme or plan offered by the appellee to the appellant was of merchantable value. . . . There was evidence from which the jury could conclude that the appellant used the plan or design in an extensive advertising campaign over the entire country amounting to several hundred thousand dollars."⁶

Here, while no formal contract had been executed, the record of the activity and effort of the idea owner was susceptible of clear and convincing proof.

\$7500 Verdict

In Washington state, a Century Brewing Association asked an agency to set up a program for the sale promotion of their product. Among the ideas submitted by the agency was the slogan, "The Beer of the Century." The advertising contract of the brewing association was placed elsewhere. Shortly afterwards a campaign was inaugurated by the brewery with the "Beer of the Century" slogan. On an appeal of the brewery, the \$7,500 verdict awarded for the idea was sustained, with the observation, "The rules of the common law are continually changing and corresponding with the society in which it prevails. It does not lag behind but adapts itself to the conditions of the present so that the ends of justice may be reached. While we recognize that an abstract idea, as such, may not be the subject of a property right, yet when it takes upon itself the concrete form which is found in the instant case, it is our opinion that it then becomes a property right subject to sale. Of course it must be something novel and new; in other words, one cannot claim any right in the multiplication table."⁷

Writes one authority on the methods for the protection of ideas, "Stipulate in the contract for a study or further study of the conditions to be improved and for the preparation of data concerning the same; then give time and thought for a few days or so, even to burning the midnight

"ENTHUSIASM is priceless to a salesman. True, the circumstances of an interview may dictate that at times he register his enthusiasm with quiet moderation, but the enthusiasm must be there. There must be a fire-alarm tingle in his voice, an expression of unmistakable conviction on his face, a general dynamism of his manner, which adds up to the customer's impression that, without question, here is a chap who really believes what he is saying . . ."

—**RICHARD C. BORDEN**

Sales Training Consultant
Westinghouse Electric &
Manufacturing Co., Newark

oil extravagantly. Then prepare and produce and, if necessary, deliver the data with such elaborateness and ceremony as circumstances permit."⁸

A more succinct suggestion is that your idea be safeguarded by a contract from exploitation by others as a wild animal is restrained by a cage from regaining its freedom or from seizure by some one other than your self. The terms of this contract should be simple, and all of them should be clearly stated and set forth in detail.

Misunderstandings with their resulting disappointments and financial loss are in far more instances occasioned by absence of a complete and over-all assent than by unfairness and dishonesty. Negotiations become fogged by wishful thinking, an effort to force the deal to a conclusion, the lawsuit breeding delusion that everything will work out all right. A situation, not clear before you let your idea out of its cage, will rarely if ever, afterwards become the basis of a workable understanding.

One efficient method, free from an overload of legal technicalities, is a simple letter to a likely purchaser, setting out in every-day language a description of the scheme and the general purpose of the idea, but withholding from disclosure of any sort the idea itself. To this statement add the terms on which the disclosure of your idea will be made and the further stipulation as an essential condition, that should these suggested terms not be acceptable, after a disclosure, no divulgence to others nor use, directly or indirectly, will be made of this idea by the person to whom it is thus disclosed.

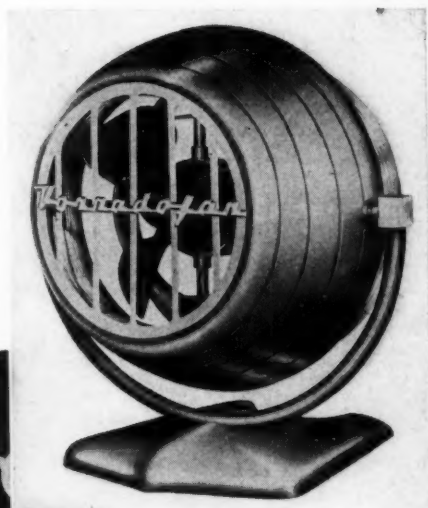
6. Liggett & Meyer Tobacco Co., Inc. v. Meyer, 194 N. E. 206.

7. Ryan v. Century Brewing Ass'n., 55 Pac. 2d 1053.

8. U. S. Law Review, vol. 73, page 10.

SALES MANAGEMENT

PICKING A TRADE NAME: Vornadofan is a blending of the word vortex—or whirlpool of air in front of the fan blade — and tornadoes from the fan's Kansas home.



How Does a New Product Get a Whirlwind Start?

BY BLISS ISELY

In the case of Vornadofan, the answer is specialty selling plus courageous promotion. First stocks went to distributors January 1, 1946. Today the firm has 50 distributors, is spending half a million dollars for advertising in 1947.

The infant O. A. Sutton Corp., Wichita, Kan., designers of an entirely new air circulator, Vornadofan, has gained so much in public acceptance in such a remarkably short time that the head of a well established industry recently told Wyman L. Henry, vice-president and sales manager, "You have done in one year what might be expected in 10."

Inexperienced in conventional methods of merchandising air circulators which had been employed by the industry for years, the Sutton sales organization had no idea that certain things could not be done; con-

sequently, went right ahead and did them.

The first shipment of Vornadofans was delivered to a distributor January 1, 1946. One year later the company was marketing its product through distributors whose dealer group totaled 15,000. The advertising budget for 1947 is a half million dollars, divided among 10 of the leading magazines and 12 business papers. This has been accomplished by a manufacturer who began operations during the war as an airplane parts manufacturer and who was unknown outside the aviation industry when war contracts

were terminated. The product on which the company staked a heavy investment for materials, labor and advertising was unheard of by the public until after the war had ended.

Mr. Henry explains that at the outset the company's over-all plans were for the product to be merchandised as a specialty appliance instead of following the conventional methods of selling electric fans as shelf or traffic appliances. The sales department held to the belief that Vornadofan was engineered for superior performance, designed to be worthy of specialized selling. The department advertised it nationally as a specialty appliance and sold it through specialty appliance distributors and dealers whose other major appliances included radios, washing machines, kitchen units, and other similar products. The salesmen arranged for dealers to place Vornadofan in a central display on the dealers' floors, together with artistically designed window sets for the product.

The company's unusual merchandising policy is further emphasized by an extensive advertising campaign carried through the winter of 1946-47, thereby keeping the name of the product before the public throughout the year instead of concentrating on a few warm weather months. Who

MARCH 15, 1947

What's so "alike" about these things?



Nylons have to get to sales on time. *Speed* counts. And the speed of Air Express delivers 'em pronto.

Great Britain's reconstruction needed blue prints quickly. International Air Express saved days in their delivery.



Transcribed radio programs can't be late! *Speed* counts—and that's why radio people use Air Express regularly.



You need the speed of Air Express, too!

You're in a business where speed counts, and Air Express can serve you well. Today, more and bigger planes are carrying your Air Express shipments at speeds up to five miles a minute. Rates are low. For example: to Air Express a 17-lb. shipment 1149 miles costs \$5.74. Heavier weights similarly inexpensive. Investigate!

- Special pick-up and delivery at no extra cost.
- Direct by air to and from principal U. S. towns and cities.
- Air-rail between 23,000 off-airline communities.
- Direct air service to and from scores of foreign countries.

AIR EXPRESS

GETS THERE FIRST



Write today for Rate Schedules containing helpful shipping aids. Address Air Express Division, Railway Express Agency, 230 Park Avenue, New York 17. Or ask at any Airline or Railway Express office. Air Express Division, Railway Express Agency, representing the Airlines of the United States.



YEAR-AROUND DEMAND: This fan stirs cool air in summer, and warm air in winter.

ever heard of advertising a cooling device in midwinter? Sutton, however, did not advertise the Vornadofan in winter as a cooling appliance, but as a means of making rooms comfortably warmer.

Everybody knows that, even with the best furnace, heat rises to the ceiling, leaving floors comparatively cold. Sutton's winter copy urged that a Vornadofan be set on the floor aimed at the ceiling, to drive the cold air up and force the warm air down. One piece of copy reads: "Why sit on a step ladder to keep warm this winter? Bring the head down to floor level. Economize on fuel bills."

That the copy caught on is evident from the sudden appearance in magazine and newspaper household hint columns of the idea of using air circulators in winter to bring heat to the living level. The idea rang the bell of cash registers too, for Sutton continued to sell Vornadofans in the same volume in December as it did in July.

The Sutton distribution system was thoroughly planned before any distributors were franchised. The sales department conducted a thorough survey of distribution outlets in all major trade areas of the United States and systematically chose the leading specialty distributor in each area. Long before the initiation of the distributor survey policy, hundreds of distributor applications were received by the O. A. Sutton Corp., which planned to obtain the best distributors.

Sutton divided the United States into 58 areas, 50 of which have been organized. The remaining eight will not be organized until the present 50 are supplied with the Vornadofans they need. Throughout last year, due to lack of certain materials, the factory has been able to deliver only about one-tenth as many appliances as

SALES MANAGEMENT



THE Heavyweight SUNDAY PUNCH

A FEATHERWEIGHT'S PUNCH IS NO MATCH
AGAINST A HEAVYWEIGHT FIGHTER

If you've got a job for a heavy-weight advertising medium in the **FIRST 3** Markets—New York, Chicago, and Philadelphia and the surrounding market area—then you need **FIRST 3's** heavy-

weight Sunday Punch. To do an adequate job of covering the **FIRST 3's** area you need **FIRST 3's** heavyweight power both as a basic and supporting medium to your national advertising campaign.

The measurements of **FIRST 3** are as follows:



WEIGHT—Over 7,200,000 circulation.



HEIGHT—The supremacy of first newspapers in the first three markets—first in circulation and in display advertising—The New York Sunday News, The Chicago Sunday Tribune, The Philadelphia Sunday Inquirer.



REACH—City-wise—more than 1600 cities and towns with an average coverage of 46%. County-wise—a 372 county market in the Industrial North and East with an average family coverage of 45%.



POWER—Far reaching—or at close quarters a concentrated hitting power in the **FIRST 3** metropolitan areas of 67% average family coverage.



VISIBILITY—Easily seen on the page—and seen by many. High reader traffic that follows the engaging editorial content and pictures of the two Group Combinations (1) **THE NEW MAGAZINE AND PICTURE-ROTO GROUP**, and (2) the **REGULAR ALL-PICTURE ROTO GROUP**.



THE PURSE—One of the richest markets in America. 34% of the families who buy 40% of the sales at retail, 42% of the food, 36% of the drugs.

ADMISSION—Colorgravure and Rotogravure—the finest in reproduction—at remarkably low costs.
For heavy hitting in the **FIRST 3** Markets Area
YOUR FIRST BUY IS FIRST 3

THE GROUP
WITH THE
SUNDAY
PUNCH

FIRST 3

MARKETS GROUP

NEW YORK SUNDAY NEWS
CHICAGO SUNDAY TRIBUNE
PHILADELPHIA SUNDAY INQUIRER
Rotogravure • Colorgravure
Picture Sections • Magazine Sections

its sales department and the various outlets have been able to sell.

Nine salesmen serve the 50 distributors, which means that each salesman has but five or six houses to call upon. He, therefore, is able to devote a great deal of time with each distributor, remaining with the house for a week at a time, meeting retailers and conducting retail sales schools. He shows retailers how to get the best results from displays in windows and on the sales floors. These display pieces are designed by a well known industrial designer, Wayne Ross Porter and staff, and are in harmony

with the advertising, so that the passing prospect will recognize that the product advertised in magazines and the article for sale are the same.

Of first importance to the success of the Sutton organization is the fact that everyone in its employ believes that Vornadofan is the greatest advance in air circulators to be devised since the invention of the first electric fan. Without this belief Sutton management would not have risked the cost of a daring advertising campaign, a heavy investment in materials, retooling, and employment of men long before a single Vornadofan had been

sold or before there was any visible evidence that the public would buy.

Mr. Henry believes so sincerely in the superiority of Vornadofan that he infuses his belief into salesmen and distributors and through them into the retailers. So thoroughly is each retailer indoctrinated with the faith at sales schools that he returns home to speak with the conviction of an evangelist at a camp meeting, and like a good evangelist, he makes converts. To see one in action, go into a retail store where a Vornadofan is on sale. The retail salesman will assert that a 12-inch Vornadofan will deliver one-third more air than a 16-inch conventional fan and do it at less expenditure of electricity and with a great deal less noise. He will demonstrate how the Vornadofan propeller draws air from a wide area through the unit by flaring air induction cones.

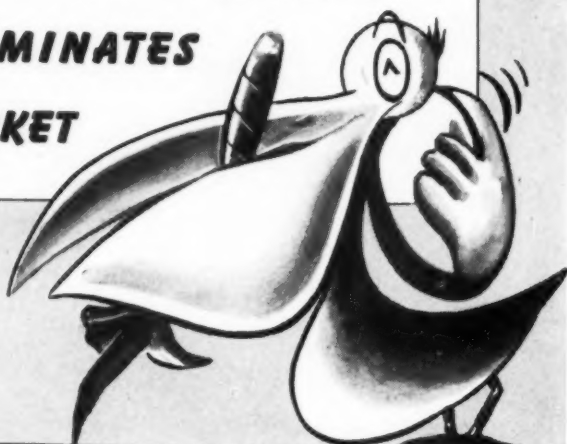
Whirls Air Currents

Partly because of the pitch of the propeller blades and partly because of the suction of air through the cones, the current is whirlpooled in spirals through the room, not in a straight line ahead from the propeller. Because of the spiraling, rolling motion of air, the salesman explains that air penetration of the steam from a Varnadofan is quite pronounced, thereby circulating all of the air of the room for which the unit was designed. The salesman demonstrates this by having the customer stand along the side wall to feel the air movement.

Then the salesman releases smoke behind the air induction cones to demonstrate the vortex spiraling motion of air as it leaves the unit again. He explains that the low sound level is attained in part by the fact that the propeller, made of plastic, does not emit propeller rap and its axis is cushioned. There is no oscillation to raise a din. Further, the sound is muffled by a double cowl of spun metal. The cowl and intake cones, being constructed of airplane metal, mostly aluminum, make a light appliance, easily handled.

It will be noted that the salesman never calls his air circulator an electric fan. To him it is a thing apart—a Vornadofan. The instrument that blows the air is a propeller. As might be guessed, the name Vornadofan is coined from the vortex created in front of the propeller axis and from the twisted air currents, reminiscent of a tornado. Only one concession does the name allow the memory of Cleopatra, whose Nubian slaves fanned her with palm leaves when the Egyptian sun shed its heat. At the very end of the name is the syllable, "fan."

MORNING, NOON AND NIGHT WIOD DOMINATES THIS MARKET



C. E. HOOPER STATION LISTENING INDEX MIAMI, FLORIDA DECEMBER 1946 - JANUARY 1947

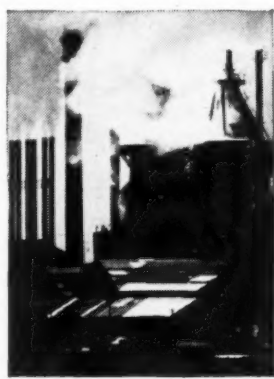
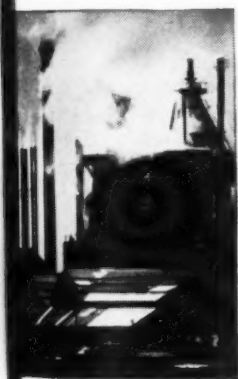
	WIOD	Station B	Station C	Station D	Others
Mondays thru Fridays 8:00 AM to 12:00 Noon	35.1	34.6	8.8	17.6	3.9
Mondays thru Fridays 12:00 Noon to 6:00 PM	37.7	18.7	9.4	30.6	3.6
Sundays thru Saturdays 6:00 PM to 10:00 PM	43.2	17.0	11.0	28.5	0.3
Sunday Afternoon 12:00 Noon to 6:00 PM	45.7	19.2	10.5	22.8	1.8



National Representatives
GEORGE P. HOLLINGBERY CO.
Southeast Representative
HARRY E. CUMMINGS
JAMES M. LeGATE, General Manager

5,000 WATTS • 610 KC • NBC

from wartime production



It didn't have to!

Instead, Birmingham merely (and merrily) stepped up its wartime production schedule. To wit:

Birmingham steel plants have been operating at 99% of total capacity—a higher rate than such industrial centers as Detroit, Pittsburgh, Youngstown, and Cleveland!*

But steel isn't the only bulwark of Birmingham's boom...

The "Magic City" is pouring out coal, coke, pig iron, tin plate, cast iron pipe, cement, textiles, lumber and 2000 other products to satisfy America's pent-up civilian hungers.

It's prosperity with a huge pay-off: \$232,000,000 for Birmingham's industrial workers alone!

Want your share of this prosperity? WAPI—a 25-year favorite—can get it for you. We (or Radio Sales) will be glad to show you how.

*Weeks ending January 4 and 11 and February 8 and 15, according to Steel Magazine

WAPI *Birmingham*



The Voice of Alabama Represented by Radio Sales, the SPOT Broadcasting Division of CBS • New York • Chicago • Los Angeles • Detroit • San Francisco • Atlanta

Esso Opens School to Qualify Employees for Promotions

BY ETNA M. KELLEY

Standard Oil of New Jersey sets up a modern training center that will provide courses for all types and levels of workers. Students will work in conference groups, and visuals and models will speed and simplify the learning process.

Standard Oil Co. of New Jersey has long enjoyed a low employee turnover. To a great extent, the company follows the policy of promoting from within the organization. An office boy at Standard stands a chance of some day becoming president of the firm—a possibility which cheers ambitious members of Standard's personnel.

For years Standard Oil has had a training program, but in recent years it has seemed to company officials that this should be stepped up. Tangible evidence of the strength of this

belief is shown in the new Esso Training Center, formally opened in January, at Elizabeth, N. J.

Utilizing numerous war-born techniques and a variety of visual aids, the new Center has facilities for training all types and levels of employees — technical, sales, supervisory and others. Housed in a three-story brick building, it supplements local training in the company's seven plants, 12 sales divisions and other affiliated units. It does not duplicate work done in vocational schools or engineering colleges, nor does it attempt to turn engineers or salesmen into technicians. It concentrates on offering practical instruction about Standard Oil and its products, and on providing information which will enable salesmen and other workers to be better at their jobs and to qualify for promotion.

While the war was still in progress, Standard's executives were laying plans for a comprehensive training program, which, they foresaw, would be needed to help veterans fit back into jobs, the requirements of which would have changed in their absence. The type of training that qualifies

for advancement had been by-passed during the busy days of the war. Sales staffs had shrunk during the war; their re-expansion required trained men. Obviously, there was plenty of justification for the stepped-up training program.

The ground work for the new training plan having been laid while the war was going on, it was decided to keep it under the general supervision of E. R. Chappell, manager of personnel and training. The Center in Elizabeth was set up by Harry D. Kolb, who directed the wartime training of 300,000 civilians for the Army Air Forces. Before the war he had been with Standard in sales engineering work, he is now assistant manager of training. The Center's director is Dennis V. Ward, also a technical man with Standard before Pearl Harbor, who directed training activities for the Army during the war. The Supervisor Training Program of the Center was set up by L. W. Lerda, wartime head of a supervisor training program for 40,000 key Air Force officers and civilians. It is not surprising, therefore, that the Center has borrowed so many of the short cuts and quick-training techniques which proved effective with the Armed Services.

Conference, rather than lecture, methods are used throughout the Center, whose conference rooms have little in common with yesterday's dreary classrooms. Tables and chairs are strategically placed to induce



MINIATURE MODELS AID STUDENTS: Working model above, helps instructor demonstrate operation of fluid catalyst unit.

VISUAL AIDS TO THE RESCUE: Table models help understanding of difficult subjects at the Esso Employee Training Center.



group discussion. Wall space is utilized to full advantage for murals, charts, posters and three dimensional exhibits, offering information in easy-to-absorb form. Motion pictures and slide films, some with sound, are also used.

In variety and interest, the exhibits compare favorably with those of modern Science Museums. Indeed, the Esso Training Center is a "Science Museum," concentrating on petroleum and allied products. There are three-dimensional models to demonstrate molecular structure. There's a miniature of a refinery fractionating tower, and one of an alkylation plant, both of glass, to reveal the flow of product under processing. Another scale model illustrates the production and flow plan of a Butyl rubber plant. Hours of explanation of the fluid catalyst cracking process are saved through the use of a working model. A chemical laboratory enables the student to test the products he makes or sells when on the job.

An important part of the Center's program is the training of foremen. As M. J. Rathbone, president of S. O. of N. J. puts it, "Developing good foremen is harder than selecting the proper machinery, locating a factory, or picking out a line of products to manufacture. . . . Today's foremen must know company and public relations . . . be familiar with labor techniques, national labor trends, sociological trends. . . . Particularly in processing industries, technological developments demand that foremen be broadly educated. The complexities of modern business demand that foremen know the inter-relationship of various departmental functions

and how their actions may affect other departments. They must know and observe many governmental regulations and requirements. The only way a foreman can become sufficiently expert in all these lines is through comprehensive training." Mr. Rathbone also expresses the conviction that top management must take an active interest in foremen training and not leave this entirely to industrial relations experts.

The importance of this plank in the Center's program may be seen from the fact that foremen are taken off their jobs for two weeks to attend it. Booklets have been prepared for the special course, which got under way last fall several months before the official opening, with 15 skeptical foremen as the first enrollees. As one admitted after two

days of classes, "When they told me they were sending me to school, I raised plenty of hell. But when I go back to work I'm going to know more than my boss does."

For those who have just been made foremen, the two weeks' course should be particularly useful. It gives a man a breathing spell while preparing himself to become a part of management. It gives him a point of contact with company headquarters and with management.

As its name implies, the Center functions as a means of training those who are to go out and train others. The guidance given in preparing for, planning and holding conference is particularly useful. A one-week course is given for conference leaders. The themes in it have been boiled down to a summary on a small card-



DEVELOPING INDUSTRIAL SALESMEN



SCHOOL FOR MORE RESPONSIBLE JOBS: At left, the chart of the course through which Standard Oil of New Jersey gives present employees an opportunity to qualify for promotions. Above, employees study the operations of an acid-treating plant. Director Ward explains the flow plan, clearly visible because of model's glass construction.

board folder. Some of the topic headings are self-explanatory: "Make on outline. Plan the Conference Procedure. . . . Have everything ready (pamphlets, information sheets, charts, diagrams, graphs, posters, films, materials for note-taking, etc.) . . . Arrange the meeting place (so everyone can see and hear, be comfortable, etc.) . . . Open the Conference (with introductory remarks, put group at ease; state purpose of conference, etc.) . . . Present Topic or Problem to Be Discussed. . . . Conduct the Discussion (tips on how to get everyone to participate, etc.)."

Actual Participation

The matter of getting members of a group to take part in discussions is well handled in the course, Basics of Supervision. As a sample, here's the tip given to the leader confronted with the man who quibbles and argues to excess: Give him enough rope to make ridiculous statements; then let the other conferees take care of him.

On the premise that "Selling is getting more and more technical all the time," the Center provides the means for industrial salesmen to acquire needed technical background. In one "Product Training" room there are testing devices, cut-away models, working models, murals and numerous other exhibits. For practical experience in becoming familiar with physical tests of products, there is a 50-foot modern laboratory complete with test instruments the student operates. There's also an engine for testing automotive fuel, to show whether it is a "rich" or a "lean" mixture and to demonstrate effects of summer and winter conditions.

Industrial salesmen meet in a special conference room which is equipped with exhibits representing some of the industrial equipment they must know how to lubricate. Bearings, pistons, valves and gears which have failed in service or under experimental testing are available for the men's inspection, so they can study the effects of various types of operations.

Also exhibited are many of the specialty products normally handled by other salesmen, but with which Standard's industrial salesmen should have some familiarity. The same techniques are used with these. For example, with the Esso Oilburner exhibit, there's a working model of the "Economy Clutch" by which demonstrations can be made to show how the Clutch minimizes smoke and carbon deposits.

Industrial salesmen are given opportunities to study the company's advertising program and to examine

specimens of magazine and newspaper advertisements, sales promotional aids and similar materials. These are shown in an effective manner, as, for example, reproductions of six outdoor advertisements on one panel exhibited as the "Inside Story of a 24-sheet Poster."

The eight-week session for industrial salesmen is the final feature of their training. Actually, many of them have been receiving training for as long as two years, having started under an extensive rotation program of job experience designed to advance them from minor sales positions.

At the Center these men receive up-to-date information from Esso's experts on the fuel and lubrication requirements of all types of industries. Integrated with the course are a substantial number of hours on sales techniques and the planning and paper work side of a salesman's job. As an experiment, the first class which passed through the Center was given training in public speaking. This proved so popular that a full 15-hour course in the subject is now given.

Industrial salesmen enter the Center in groups of 20. Plans are under way to provide instruction as refresher training for men whose service with the company was interrupted by the war as well as for new salesmen.

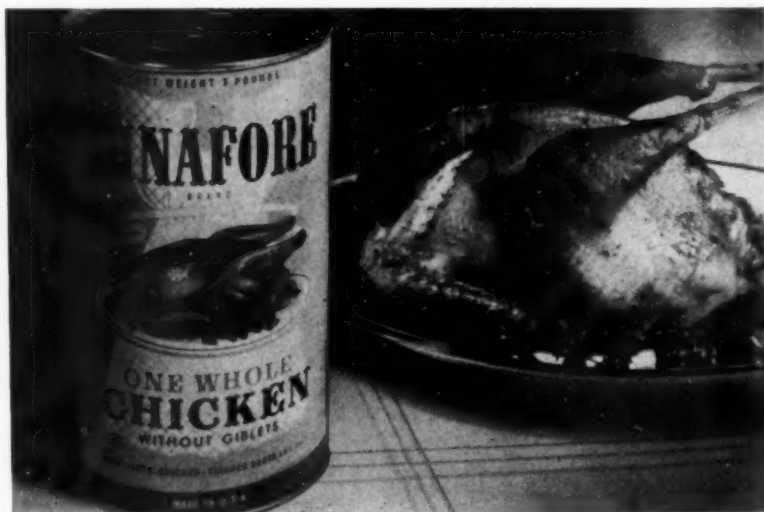
The Center is housed in a building which was formerly used by a fraternal order. Its 15,000 square feet have been modernized to provide

classrooms, demonstration facilities, and staff offices. There is also a large auditorium, part of which has been fitted up as a full-size service station, with the chassis of a Ford near-by. Other exhibits include maps showing locations of oil-bearing regions, and models of various kinds.

The auditorium is a large room. It is the meeting place for 286 engineers who are enrolled in the Petroleum Engineering course, and for other large groups. Films are shown in many of the Center's rooms, but the auditorium is especially well equipped for this purpose, though its size makes it advantageous to use special 1,000-watt lights when 16-mm. films are exhibited. Other film equipment includes special lenses, concealed wiring, and a "flash system" enabling a lecturer to signal by merely pressing a button when he wants another slide projected.

In use at the Center are several dozen 16-mm. sound films, most of them in color, and a few slide films. Many of these were specially made for training purposes, and all the most recent ones are in color.

Standard Oil's expanded training program will increase and improve the pool from which promotions may be made. It should also improve employee-employer relations. In recent years, it has become apparent that in deciding where to seek employment, ambitious and intelligent young persons look favorably at those organizations with effective training programs.



LOOK WHAT'S HERE NOW! A whole chicken, size 2½ pounds, packed in a 46-ounce can and swimming in broth. Open the can, stuff, bake briefly and brown and it's a roast-job, disjoint and fricassee if you wish; serve a la king or cold. The broth in which it floats can be used as basting and gravy or for soup. Pinafore whole chicken is packed by the Chicago Western Corp., Chicago.



One of the latest, most successful new product introductions, in which Booth Michigan Newspapers have participated, is that of "SING," the popular new Hood Chemical Company household cleaner.

"SING" is advertised in all eight Booth Papers and is a king-sized success in all eight markets. New packages, new and larger Hood Chemical plants, and new sales records have followed each other in quick succession.

Products new and old get a real lift out of a Booth schedule. Booth

Papers fit today's rapidly developing buyer's market like a glove, and the diversity and economic stability of Booth Markets add further worthwhile advantages.

For specific data on Booth Markets, call or write:

The John E. Lutz Co., 435 N. Michigan Ave., Chicago, 11

Dan A. Carroll, 110 East 42nd Street, New York City, 17

BOOTH *Michigan* NEWSPAPERS

GRAND RAPIDS PRESS • FLINT JOURNAL • KALAMAZOO GAZETTE • SAGINAW NEWS
JACKSON CITIZEN PATRIOT • MUSKEGON CHRONICLE • BAY CITY TIMES • ANN ARBOR NEWS

Promotion

From the Blue Grass Country

The Courier-Journal, *The Louisville Times*, and Station WHAS have combined efforts to produce a booklet, "Kentucky Leads the Nation in Agricultural Gains." It is full of eye-openers: Kentucky's Farm Income reached an all time high in 1945—\$449,139,000. And in 1946, a banner year for the Nation's agriculture, Kentucky lead the Nation in percentage gains. (A chart, showing crops with the State's percent increase

over the 1935-1944 average, and the U. S. increase over the average for the same span, gives graphic proof of Kentucky's gains.) For a copy of the booklet write J. M. Wynn, promotion director, *The Courier-Journal*.

"Know Your Newspaper"

In South Bend, *The South Bend Tribune* is giving visitors to its plant, persons attending the local journalism schools, and others who are interested, a booklet called "Know Your Newspaper." The purpose is to increase interest in newspapers by telling the public more about them.

It's an idea which need not be confined to a newspaper—the idea could, as a matter of fact, be used to advantage by any company. The booklet goes into detail as to how news is prepared, gives a chronological history of the *Tribune*, offers an especially interesting chapter on newspaper language. Write Clarence W. Harding, public relations director.

Grocers Want News

Nine years ago Bill Brothers made a careful analysis of the retail grocery field and came up with the conclusion that the need was for news. Now one of its publications, *Grocer-Graphic* offers a booklet which compares, in many cases page by page, a presentation of the new publication of Topics Publishing Co., *Food Topics* with *Grocer's* findings. Whereas *Food Topics* is a national news-type paper, *Grocer's* belief is that the only direct way to meet this need for news is to confine its news coverage to a single metropolitan market. This was borne out in a survey made by *Food Topics* among independent grocers in the New York City area, in an effort to discover what food publications are most important to them. Replies totaling 419 indicated that in the field 407 of the respondents received *Grocer-Graphic*, as against 143 receiving the nearest competitor. In "A" store breakdowns, of 35 respondents, all received *Grocer*—21 received the closest competitor. Of 302 respondents in "B" Stores, 293 receive *Grocer*; 94 the closest competitor. It all goes to prove the need for local news. Write J. W. Mergaree, *Grocer-Graphic*, 386 Fourth Avenue, New York City 16.

Madison Measures Sales

In Wisconsin tax returns are open to the public, and this permits the Newspaper Advertising Service of Madison to prepare annual surveys of the dollar sales of Madison merchants as taken directly from their tax returns. The 1946 edition of "Madison Retail Sales Trends" is the sixth annual measurement of the sales in eight retail classifications. The sales tax figures correlate very closely with estimates made in SALES MANAGEMENT's annual *Survey of Buying Power* for general merchandise, food, and drug stores. In addition, the book gives information for individual retail stores in these additional lines: furniture, jewelry, men's wear, shoes, women's wear. Each section shows a graphic chart of sales by years starting with 1939. For a copy address E. H. Burgeson, Promotion Manager, Newspaper Advertising Service, 115 South Carroll Street, Madison 1.



Department store sales keep climbing in Worcester, according to Federal Reserve Bank figures. Compared with a 1945 index of 100, the latest report shows that sales for the first 10 months of 1946 zoomed to 130. Thus Worcester maintains its long held leadership in department store purchases over major New England cities—Boston, 126; New Haven, 126; Providence, 124; Portland, 122; and Springfield, 120. There's a golden selling opportunity in this prosperous New England metropolis—the hub of a \$300,000,000 market—for those who use the tremendous pulling power of the Worcester Telegram-Gazette. Daily circulation is in excess of 140,000, with more than 95,000 on Sunday.

The TELEGRAM-GAZETTE
WORCESTER, MASSACHUSETTS

GEORGE F. BOOTH Publisher

MOLONEY, REGAN & SCHMITT, INC., NATIONAL REPRESENTATIVES

OWNERS of RADIO STATION WTAG

Is There a Helicopter In Your Future?

If you don't think so, you're an exception. The public long has thought of this flying machine as a commuter's dream. But the sales job is to make the vision a reality.

BY C. C. CAMPBELL



FILENE'S DEPARTMENT STORE, Boston, flies merchandise to New England customers to exploit publicity appeal of its Bell helicopter.

Step up, gentlemen, and meet the newest American business force . . . the helicopter.

Have you planned how it might be used in *your* business? If not, it would seem that you are an exception. Every day, new ideas for the hovering kind of aircraft are announced, some of them with distinct business possibilities.

Public imagination about rotary-winged planes has far outrun their development and production. A few years ago, when newspaper columnists told of the helicopter, folks rushed to hear more about it. The machine was visualized as the "flivver" of aviation. Everyone would have one parked handily in the front or back yard. People would use it for neighborly calls, for making shopping trips, for vacation traveling, and for a host of other everyday purposes.

As a matter of fact, such visions in time may become quite practical, but right now they'll have to be classed as visionary. To come right down to the truth of the matter, the helicopter is a most intricate piece of machinery, requiring skilled hands to maneuver it. Even regular aircraft pilots accustomed to flying our complex modern airplanes find that they need special instruction in its mechanism.

The helicopter accomplishes many flight operations which the regular airplane cannot accomplish. These include such maneuvers as vertical take-off, hovering, flying sideways, flying backwards, and vertical descent. At the same time, it has a closer affinity to ground work than fixed wing airplanes.

This means that its operation calls for specialized skills even as the machine offers many advantages to

business or personal use which the standard kind of airplane cannot provide. As one manufacturer explains it:

"The helicopter in no way competes with the high speed long-range transport airplane; on the contrary, they complement each other. The helicopter is primarily a short-range vehicle the value of which is measured in over-all time saved, rather than in speed alone. It is our belief that the helicopter possesses a sound economic value for innumerable specialized purposes, and in many cases, can perform missions which cannot be accomplished by any other means."

For one thing, it does not need an extensive runway to get off the ground, nor does it require large space for landing. It can virtually stop in mid-air, long enough at least for inspection of things on the ground. Some of the originators have stopped abruptly a few feet above the earth and handed messages to men on the ground. The fact that it can land and take-off from terrain which would be inaccessible to surface transportation and fatal to regular aircraft, has been convincingly demonstrated lately in rescue scenes



1,300,000 PEOPLE

Close that sales gap. The Columbus Dispatch is the only metropolitan newspaper with effective coverage among 1,300,000 people in the heart of Ohio.

Columbus retail sales per family average 34% higher than the state average. Income tax returns are nearly double the Ohio average.

(Sales Management Survey of
Buying Power)

THE COLUMBUS DISPATCH

Member
THE AMERICAN
NEWSPAPER
ADVERTISING
NETWORK

Represented Nationally by O'MARA & ORMSBEE, Incorporated

NEW YORK

CHICAGO

DETROIT

LOS ANGELES

SAN FRANCISCO

SALES MANAGEMENT

of air passengers stranded in mountains or forests.

Give the helicopter manufacturers a few years to simplify controls and get costs down through quantity production, and many dreams about helicopters will come true. Hard to operate? Perhaps. But the American public has mastered other machines.

Our fathers will tell us of similar objections which arose when the automobile and truck were first introduced. Yet, these machines are a commonplace today and business would agree that it could not operate without them. Given substantial reasons why a new means of transportation, such as the helicopter, will prove valuable, and you can trust the ingenuity of American business and the public to master such problems.

Acceptance of the helicopter, even in its present stage of development, may be more general than is supposed. One executive wrote recently: "While to many, the helicopter is still little more than a sensational novelty, to the few who have flown in the sturdy attractive helicopters commercially licensed in the past year, they have proven useful vehicles which can perform specialized functions better than any carrier type."

The staid, usually precedent-bound, Post Office is among the organizations which are engaged in investigating helicopter possibilities. Basically, the plan is to use fleets of helicopters to shuttle air mail between suburban communities and a central helicopter airport in all large cities.

Former Assistant Postmaster General Gael Sullivan explains: "By using helicopters, the Post Office can guarantee 12-hour mail service between any two metropolitan areas in the country. The project will mark one of the greatest advances in Post Office history."

Mail Service Important

Tryouts already have been made in Los Angeles, Chicago and the New York areas. Further experiments will be conducted in Boston, Philadelphia and Detroit. Officials say: "By the end of 1947, helicopter air mail service is certain to come in all metropolitan centers."

At some post offices the helicopters will land on the roof. If that is not sturdy enough to support the operation, the craft will stop outside, or will hover a few feet over the roof. Post office technicians have an idea

for a hydraulic winch which can lower 12 sacks of mail in one swoop and then pick up another 12 sacks while the helicopter is off the ground.

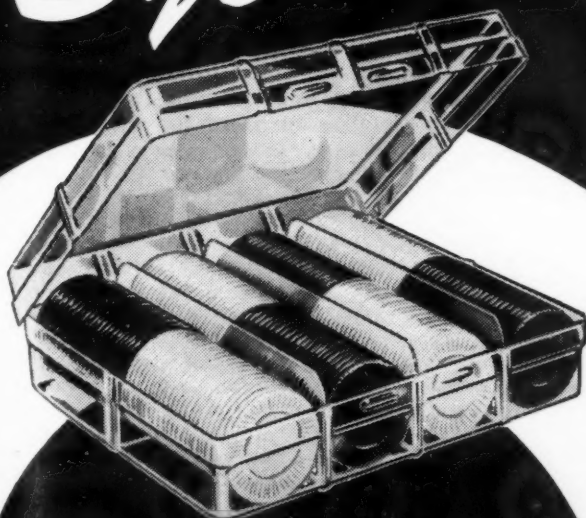
The department will also use helicopters for ship-to-shore mail movements. The craft will go out 100 miles or so to sea and pick up mail from incoming steamers, saving hours, or even days, in foreign mail receipt by business concerns.

The most extensive experiment made by the Post Office so far has been inaugurated in New York. Ten or more helicopters are operating along three circular routes laid out in New York State, New Jersey, and Connecticut. "Cloverleaf" routes and shuttle links total about 330 miles and serve points with 12,500,000 population.

One advantage which the Post Office sees as a result of tests made thus far, is that weather conditions, even those which impede ground traffic, will have little effect on helicopter operations. Post Office Inspector M. H. Ackerman, who reported on the test made in the Chicago area, estimates that helicopter service could be maintained there 96.8% of the year.

Tentative income and cost esti-

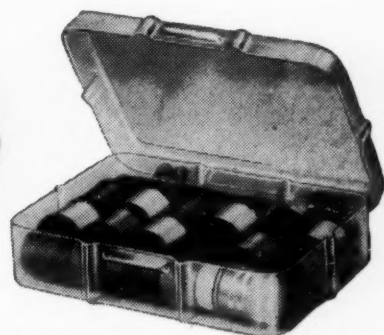
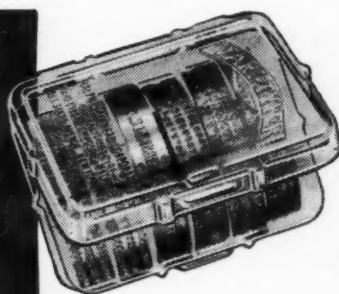
FOR PROVED
Eye APPEAL



PACKAGE YOUR PRODUCT IN

Pyra-Shell

Reg. U. S. Pat. Off.



CUSTOMERS like what they see when they see your product packaged in eye-appealing, transparent Pyra-Shell containers. You can't find a more attractive display package.

Compartmented Pyra-Shell boxes are particularly valuable in unit-packaging of popular assortments. Dealers find them easier to order, easier to display, easier to sell. Retail unit sales are larger — and so are yours.

Find out how standard — or, if necessary, special — Pyra-Shell containers will boost the sale of your line. Simply send a sample product or assortment for complete recommendations.

Address Dept. S

SHOE FORM CO. INC.

AUBURN, N. Y.

TRANSPARENT BOXES

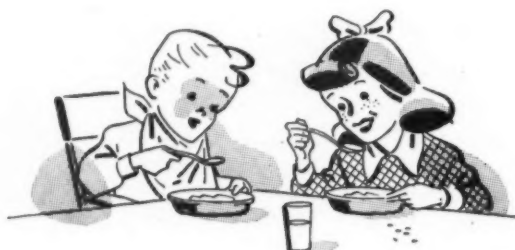
mates in the tests show that helicopter mail service is well within economical limits. Even if operations cost considerably more, they would be well worth while, if they saved appreciable time, as the tests indicate they do.

But mail delivery is only one use of the helicopter by Government agencies. During the war, they made check-ups on military uses convertible to civilian purposes. Evacuation of the wounded, for instance, pointed to medical service in isolated communities. Spraying of insecticides over whole operative areas of the

front, was easily transferrable to plans for peacetime, and fitted naturally into crop dusting operations.

Police searches have already proven highly successful. The Byrd expedition is taking six helicopters to Antarctica. Watch for newspaper reports of the rescues they'll make as well as the intensive survey work in which they'll be engaged.

On the lighter side, recent newspaper accounts told of an air-age Santa who brought Christmas cheer and gifts in his helicopter to lonely lighthouses and Coast Guard stations from Boston to Barnegat.



KIDS LIKE TO EAT!

Kids like everything and lots of it. They help run up Fort Wayne's grocery bill to \$196 per person per year. They help run up a total of over nine million dollars in annual food purchases made by the *14,816 more homes that read The News-Sentinel than read the daily morning paper. Kids also require shoes and clothes and blankets and all sorts of things. They swell sales. And a lot of kids are being brought up in these *14,816 more homes that are reached by Fort Wayne's evening paper.

The News-Sentinel is delivered by carrier to 97.8% of all homes in Fort Wayne six days a week.

The News-Sentinel

ALLEN-KLAPP CO. • NEW YORK—CHICAGO—DETROIT
FORT WAYNE'S "GOOD EVENING" NEWSPAPER
FORT WAYNE, INDIANA

★

*ABC Audit Report 12-31-45. Publishers statements 9-30-46 show 17,000 differential.

Businessmen who have looked into the picture see many immediate uses and visualize other possibilities. At the recent Air Show in Cleveland, one manufacturer announced definite orders were received for 27 commercial helicopters and dozens of requests for additional information.

In the Philadelphia-New Jersey area, a helicopter taxi service is now operating. It has proven so successful that plans are underway to extend its service. During the recent pre-election period it carried candidates to their speaking dates.

The Civil Aeronautics Board examiners have recommended that the use of helicopters by the Yellow Cab Co. in Cleveland and at other points be authorized. The Greyhound Bus Co. has conducted various tests to show its possibilities as an adjunct to its bus service.

Business Uses Increase

Right now, it is difficult to catalog all the ideas which have been suggested for business uses of helicopters. New ones spring up continually, and certainly as the service gets under way, many ideas not projected now will be introduced. Conceivably, one of them may prove more important than anything devised yet.

How about the helicopter as an important adjunct to the sales force?

Obviously, the craft possesses many features which will make it more useful in selling than the standard kind of airplane which must land in a designated airfield, often several miles from the center of town.

Unless local laws prevent, the salesman in a helicopter could go from prospect to prospect, even inside the city, much as he now does with his automobile. Frankly, it will take time to develop the helicopter for ordinary sales use, but for the future, it is considered almost a "natural."

Even today, it is expected that business concerns alive to their publicity value will arrange for helicopters to carry salesmen to favored customers. Of course, few salesmen will be accomplished helicopter operators, so they'll have a licensed 'copter pilot. Even so, it will be a splendid publicity feature to drop in, rather literally, to see the trade.

A few years hence, it may be quite the established thing. Even now, there are definite business uses for the craft.

Business managers see in the helicopter a means for getting salesmen into isolated areas where automotive or rail transportation may be time-consuming. The sales work could be followed by actual delivery of mer-

SALES MANAGEMENT

chandise by helicopter. However, this brings up one of the problems which remain to be worked out. The carrying capacity of the helicopters now in use is not large.

Among those which have received Government certificates are those which will carry two or four passengers, with no more than hand baggage. Presumably, the larger kind could sacrifice passenger space for freight, but even so, the volume of merchandise would be small. One helicopter still in the experimental stage (Kellett) is planned to carry about one ton.

Newspapers have ordered helicopters and will use them to fly reporters and photographers to cover news events and to carry out newspaper promotional programs.

Because it is still a novelty, and creates interest wherever shown, the helicopter lends itself to varying sales promotional plans and is sure to be so used by many different kinds of business enterprises.

New Delivery Service

One large department store, Filene's of Boston, has started service for delivery of merchandise and for advertising. Other stores have similar plans and are only awaiting delivery of their helicopters. Eventually, it is expected that department and other stores will carry helicopters in stock for sales to individuals, but that time is probably some time off.

Transportation of customers to stores is also contemplated, but the size of present-day helicopters prevents that right now. However, helicopter engineers believe that real usefulness of helicopters will be attained in large craft built for "sky-bus" and cargo applications. They will gain from the experience of small helicopters which are expected to prove engineering principles and work out various configurations and combinations of rotors.

One feature of the helicopter (its ability to hover practically motionless in the air) is being utilized for patrol work on oil lines, high tension lines, and forestry patrol.

Generally speaking, the helicopter is not a speed machine; probably it never will be. Its utility is unquestionably its most important factor. However, an Army helicopter is recorded as having set a speed of 110 miles per hour over a 12-mile course as well as making a non-stop flight from Boston to Dayton, O.

In this respect and others it differs from regular airplanes. Thus, the manufacturers would like to dissociate the helicopter from other forms of aviation, because they con-

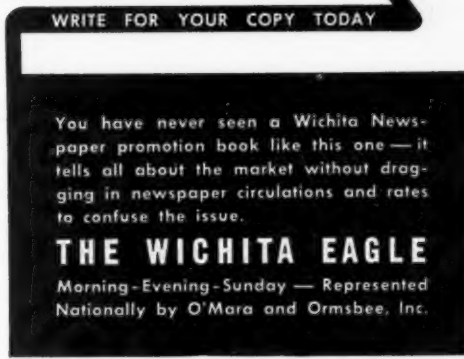
sider that its peculiar flight capabilities give it an entirely new flexibility of operation. For instance, it is calculated that a helicopter flying at 80 miles per hour (which is standard high speed) can be brought to a dead stop in mid-air at 75 feet.

It might be mentioned, too, that the slowly turning rotor does not create a noise problem such as the rapidly turning airplane propeller—more of a gentle swishing sound.

In order to study and aid in the development of special rules, Government laws, and probable uses of the helicopter, a special group of manu-

facturers has been organized in Washington (as part of the Aircraft Industries Association). While much of the association's work will be in providing special information about the possibilities of the helicopter, it will also seek to help in the establishment of intelligent legislation and non-restrictive regulations.

At present, Government groups are also busy. Both the Civil Aeronautics Administration and the Civil Aeronautics Board are considering modifications in aviation laws, because of the helicopter's low altitude operation, slow speed, and its vertical



landing characteristics, permitting the use of small plots and rooftops in urban areas. Since the helicopter can fly in weather which grounds conventional planes, air traffic regulations dealing with weather minimums probably will be revised.

The airport problem must be considered as well. Helicopters land from low heights at slow speed and do not need a long runway. Therefore, it seems foolish to make them conform to the same rules as conventional airplanes do. It has been suggested that helicopter operation be made from separate fields and from

sections of airports devoted to their peculiar requirements.

Helicopters are perfectly safe to land in urban areas provided the pilot is skilled and careful. However, most cities now have legal restrictions to airplane landing except in designated areas, so that it is now necessary to get special municipal permission as well as permission of property owners to land in cities.

One of the functions of the new helicopter committee will be to clarify such laws as they apply to helicopters. On the other hand, it is most likely that the committee, in

addition to its recommendations for easing such laws, will also suggest new rulings. Helicopter manufacturers are among the first to see that indiscriminate landing and operation of helicopters over traffic areas, residential sections, or business districts, might lead to accidents and then to rulings which might hold back the development of the industry.

The price of helicopters remains high, but then it will be remembered, so did the first automobile. Two-place helicopters now cost about \$25,000 and four-place machines \$45,000. Quantity production undoubtedly will bring these prices down. Meanwhile the high price may be compensated in business use by the novelty appeal and the ability to provide a service which may be better than or at least different from that offered by competitors.

Lawrence D. Bell, one of the manufacturers who hopes to bring quantity production methods to the manufacturing assembly line this year predicts: "In from seven to 15 years, there will be a helicopter industry greater than the peacetime aircraft business. I believe the helicopter represents a brand new method of transportation, operating from door to door, you might say, both in heavily built up and less populated areas."



**the St. Paul Dispatch
and Pioneer Press are
the Only Daily Papers
Read by 90% of the
331,000 people in
the St. Paul A. B. C.
city zone.***

*Less than 10% of the people in the St. Paul
City Zone read any other daily newspaper.

RIDDER-JOHNS, INC.—National Representatives

NEW YORK CHICAGO DETROIT ST. PAUL
342 Madison Ave. Wrigley Bldg. Penobscot Bldg. Dispatch Bldg.



Four-Minute Demonstrator: This billfold-type sales pac is being issued to wholesale salesmen by Auto-Lite Battery Corp., Toledo, O., to tell the story of the sta-ful battery to dealers in a timed four minutes. It's a four by seven inch leather kit. Acetate pages show breakdown views of the battery.

Included with the handy pocket demonstrator is a quick check list type refilling memo pad telling the main points of the new battery.

SALES MANAGEMENT

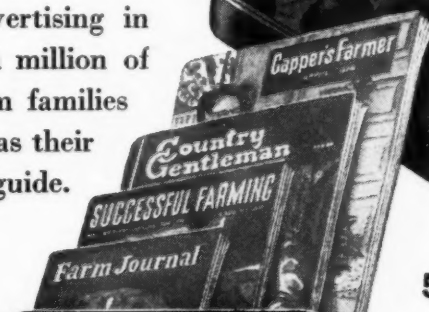


"Whew!"

WAS I THIRSTY!"
Says "BILLIONAIRE BIDDY"

And that makes successful Poultry Farmers thirsty too for modern automatic water systems, plumbing equipment, water heaters, washing machines, drinking fountains, garden hose, and all the labor-saving profit-making conveniences used on the modern Poultry Farms . . . Your advertising in Poultry Tribune reaches half a million of these high-income poultry farm families—who regard Poultry Tribune as their business magazine and buying guide.

You can't afford to leave a "Two Billion Dollar Hole" in your Farm Magazine Schedule. 1945 cash farm income from Poultry and Eggs was \$2,577,000,000. (Source: U.S.D.A.)



Poultry TRIBUNE

America's Leading Specialized FARM MAGAZINE



500,000 Circulation

Member:
AGRICULTURAL PUBLISHERS' ASSOCIATION
AUDIT BUREAU OF CIRCULATIONS
WATT PUBLISHING CO., Mount Morris, Ill.
Representatives—New York: Billingslea and Ficke.
Chicago: Peck and Billingslea.

Your FARM Magazine List Is Not Complete Without *Poultry* TRIBUNE

A Current Reading List for Sales Executives and Salesmen

Second of Three Parts:

The books listed here are only a few of many valuable writings which serve the broad interests of sales management. In selecting them, SM editors have aimed to include, with but few exceptions, only those books of more or less recent date and those which are, as of this date, still in print and available.

SALES MANAGEMENT does not handle any orders for books. A list of all publishers of books in this bibliography, giving full names and addresses, is published at the end of the book list on page 160. Please send your orders directly to the publishers.

INSURANCE

- Accident and Health Insurance: Planned Salesmanship** by W. C. Cousins. Published by The National Underwriter Co. 1942.
- Cyclopedia of Insurance.** 56th annual edition. Published by Index Publishing Co. 1947.
- Insurance—Its Theory and Practice in the United States** by Albert H. Mowbray. Published by McGraw-Hill Book Co., Inc. 1947.
- Insurance Principles and Practices** by Robert Riegel, University of Buffalo, and Jerome S. Miller. Published by Prentice-Hall, Inc. 1947.
- Insuring Your Business** by F. C. Crowell. Published by Barron's. 1942.
- The Metropolitan Life: A Study in Business Growth** by Marquis James. Published by Viking Press. 1947.
- Profitable Insurance Agency Management** by Oscar Beling, Superintendent, Agency Systems Department, Royal-Liverpool Group of Insurance Companies. Published by Prentice-Hall, Inc. 1946.
- Take a Tip** by John H. Egloff, supervisor of agency field service for Travelers' Companies. Published by The National Underwriter Co. 1947.
- Who Writes What?** Published by The National Underwriter Co. Sixth Annual Edition. 1947.

LABOR PROBLEMS

- Arbitration of Labor Disputes** by Samuel R. Zack. Published by Doniger & Rughley. 1947.
- Getting Along With Unions** by Russell L. Greenman, Personnel Director, General Cable Corp. Published by Harper & Bros. 1946.
- Labor-Management Economics** by W. V. Owen, Professor of Economics,

Purdue University. Published by The Ronald Press Co. 1946.

The Personnel Policies of Jack and Heintz by Roswell Ward. Published by Harper & Bros. 1946.

Pitfalls to Avoid in Labor Arbitration. Prepared by National Foremen's Institute, Inc. 1946.

Problems in Labor Relations by Herman Feldman, Amos Tuck School of Business Administration, Dartmouth College. Published by The Macmillan Co. 1937.

Profitable Labor Relations and How to Develop Them by Paul Mooney. Published by Harper & Bros. 1946.

Public Control of Labor Relations by D. O. Bowman, University of Michigan. Published by The Macmillan Co. 1942.

LEADERSHIP

Business Leadership in the Large Corporation by R. A. Gordon. Published by The Brookings Institution. 1944.

Common-Sense Business Leadership by G. E. Fosbrooke. Published by Essential Books, Duell, Sloan & Pearce. 1946.

Conference Leadership in Business and Industry by Earle S. Hannaford.

Published by McGraw-Hill Book Co., Inc. 1945.

Developing Your Executive Ability by Howard Smith, lecturer and instructor with Dale Carnegie Institute. Published by McGraw-Hill Book Co., Inc. 1946.

Directors and Their Functions: A Preliminary Study by John Calhoun Baker. Published by Division of Research, Harvard Business School. 1945.

Elements of Supervision by William R. Spriegel and Edward Schulz, Director of Personnel, Chicago and Southern Airlines. Published by John Wiley & Sons, Inc. 1942.

Executive Ability: Its Discovery and Development by Glen U. Cleeton, Director, the Division of Humanistic and Social Studies, Carnegie Institute of Technology, and Charles W. Mason. Published by The Antioch Press. 1946.

The Executive in Action by Marshall Edward Dimock, Professor of Political Science, Northwestern University. Published by Harper & Bros. 1945.

Executive Thinking and Action by Fred DeArmond. Published by McGraw-Hill Book Co., Inc. 1947.

Five and Ten: The Fabulous Life of F. W.



"I'm Mrs. Smith, Thorndyke; now sell me!"



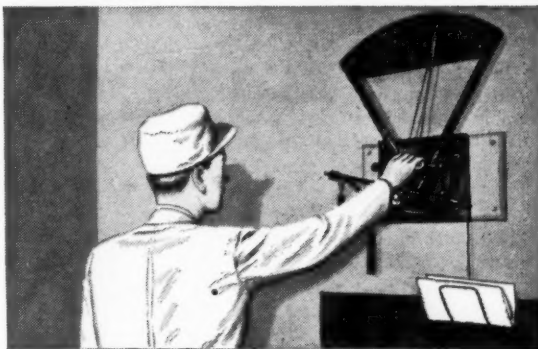
This advertisement is one of a series appearing in four colors in *Fortune*, *Nation's Business*, *United States News*, *Newsweek* and *Business Week*.

Test your word knowledge of Paper and Printing



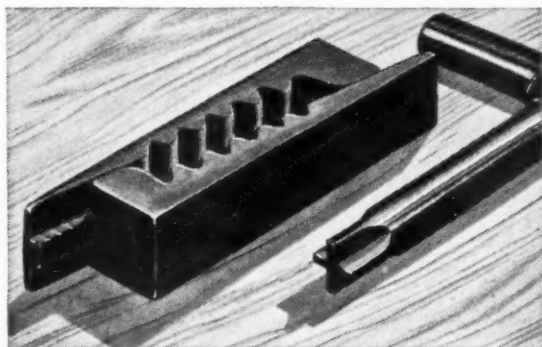
1. Combination Halftone

- ☐ Engraving which is part halftone, part line
- ☐ Halftone with highlights etched out
- ☐ Halftone with inside mortise



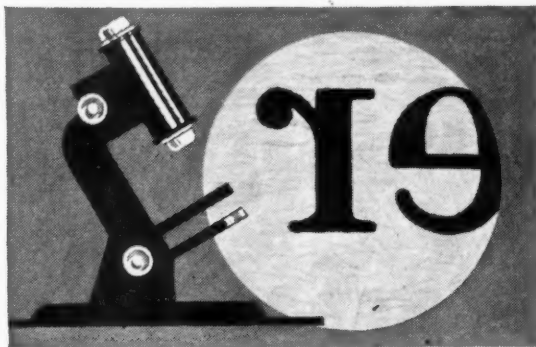
2. Basis Weight

- ☐ Size of paper established by custom
- ☐ Weight of a ream of paper of given size
- ☐ Weight of a cord of pulpwood



3. Quoin

- ☐ Metal piece used for lock-up in printing
- ☐ Process of originating a copy phrase
- ☐ Decorative type character



4. Compactness

- ☐ Solid typesetting
- ☐ Fineness of a halftone screen
- ☐ Close matting of fibers and filler in paper

ANSWERS

1 Combination Halftone is an engraving which is part halftone and part line. Fine engravings represent an important investment. Insure their effectiveness by printing them on clean, bright Levelcoat Printing Papers.

2 Basis Weight is the weight in pounds of a ream of paper cut to a basic size. Ream after ream, Levelcoat papers meet basis weight requirements within the closest tolerance—one more proof of their outstanding uniformity.

3 Quoin is a wedge-shaped metal piece used for lock-up in printing. And just as quoins are indispensable for locking up forms, so many printers consider Levelcoat indispensable for printing those forms with maximum dependability.

4 Compactness is the close, firm matting of fibers and filler in a sheet of paper—a factor important to printability. Compact formation is an inherent feature of Levelcoat. Paper-making skill and a care for quality have made it so.

Levelcoat*

PRINTING PAPERS

The demand for Levelcoat still exceeds supply. But please be patient; when our current expansion plans have been completed, there will be a decided increase in Levelcoat tonnage.



KIMBERLY-CLARK CORPORATION
NEENAH, WISCONSIN *TRADEMARK

1872—75 YEARS OF FINE PAPER MAKING—1947

- Woolworth** by J. K. Winkler. Published by Robert M. McBride & Co. 1940.
- How to Be a Good Executive** by J. George Frederick. Published by The Business Bourse. 1946.
- How to Develop Your Executive Ability** by Daniel Starch. Published by Harper & Bros. 1943.
- Human Leadership in Industry** by Sam A. Lewisohn, President, The Miami Copper Co. Published by Harper & Bros. 1945.
- Leaders and Leadership** by Emory S. Bogardus, Professor of Sociology, University of Southern California. Published by D. Appleton-Century Co. 1946.
- New Strength for New Leadership** by Erwin Haskell Schell, Massachusetts Institute of Technology. Published by Harper & Bros. 1942.
- The Technique of Executive Control** by Erwin H. Schell, Professor of Business Management, Massachusetts Institute of Technology. Published by McGraw-Hill Book Co., Inc. 1946.
- There's Plenty of Room at the Top** by Loire Brophy. Published by Simon & Schuster, Inc. 1947.

LEGAL

- The Basis and Development of Fair Trade.** Prepared and published by the National Wholesale Druggists' Association. 1946.
- Business and the Public Interest: Trade Associations, the Anti-Trust Laws, and Industrial Planning** by Benjamin A. Javits of the New York Bar. Published by The Macmillan Co. 1932.
- Business Law** by Thomas Conyngton. Revised by Louis O. Bergh, United States Supreme Court and New York Bar. Third revised edition 1933; revised printings, 1935 and 1941. Published by The Ronald Press Co.
- Business Law—Principles and Cases** by Harold F. Lusk, Professor of Business Law, Indiana University. Published by Richard D. Irwin, Inc. 1946.
- Business Law** by Thomas S. Kerr. Published by John Wiley & Sons, Inc. 1939.
- Casebook of Law and Business** by William H. Spencer. Published by McGraw-Hill Book Co., Inc. 1939.
- Cases on Business Law** by L. J. Ayer, P. P. Ashley and S. D. Brown. Published by Prentice-Hall, Inc. 1935.
- Commercial Law** by Thomas S. Kerr. Published by The Macmillan Co. 1939.
- Corporation Law for Officers and Directors** by William J. Grange, member of the New York Bar. Published by The Ronald Press Co. 1940.
- Digest, Patent, Copyright, Trade-Mark Cases, Including Unfair Competition, U. S. Supreme Court Reports.** Published by Banks-Baldwin Law Publishing Co. 1936.
- Fair Trade and the Retail Drug Store** by H. J. Oslund and C. R. Vickland. Published by Druggists' Research Bureau. 1940.
- The Fair Trade Acts** by S. A. Weigel. Published by Foundation Press. 1938.
- Interstate Trade Barriers** by J. E. Johnson. Published by The H. W. Wilson Co. 1940.
- The Law of the Organization and Operation of Cooperatives** by Israel Packel. Published by Bender, Matthew & Co., Inc. 1940.
- The Law of Unfair Competition and Trade-Marks** by Rudolph Callmann. Published by Callaghan & Co. 1945.
- Legal Phases of Advertising** by Frances Finkelhor. Published by McGraw-Hill Book Co., Inc. 1938.
- Legal Protection of Goodwill** by Frank S. Moore, member of the New York, New Jersey, Utah, and Federal Bars. Published by The Ronald Press Co. 1936.
- Legal Psychology** by Harold E. Burt. Published by Prentice-Hall, Inc. 1940.
- The New Trade-Mark Manual—A Handbook**
- on Protection of Trade-Marks in Interstate Commerce** by Daphne Robert. Published by The Bureau of National Affairs, Inc. 1947.
- Principles of Business Law.** Revised by E. R. Dillavou, Professor and Head of the Division of Business Law, University of Illinois, and Charles G. Howard, Professor of Law, University of Oregon. Published by Prentice-Hall, Inc. 1940.
- Public Regulation of Competitive Practices in Business Enterprises** by M. W. Watkins and others. Published by National Industrial Conference Board. 1940.
- Robinson-Patman Guide Book** by Grant Gore. Published by American Institute of Food Distribution. 1940.
- Selected Readings on the Law of Contracts.** Edited by George J. Thompson and others. Published by The Macmillan Co. 1931.
- State Advertising Legislation** by Burt W. Roper, U. S. Department of Com-



... At Your Service

On Highway 99, just outside of Bakersfield, Calif., there's a Tide Water Associated Oil Co. service station equipped to do just about everything but brush the teeth of truck drivers high-balling between Los Angeles and San Francisco.

When a truck rolls into Motor Truck Sales and Service, this super-service station's employees swarm over it the way they did prewar on every motorist's car. They're ready with gasoline, oil, air, they do a complete wash job while the driver grabs a cup of coffee.

Radio hasn't caught up with truck drivers yet, but the teletype has. The station's bulletin board carries teletype message from truck operators for their drivers. It's a quick way for drivers to query their offices for permission for needed repairs.

merce. Published by Printers Ink. 1945.

A Textbook of Law and Business by William H. Spencer. Published by McGraw-Hill Book Co., Inc. 1938.

Trade-Mark Act of 1946. Analyzed, annotated, and explained by Harry Aubrey Toulmin, Jr. Published by H. W. Anderson Co. 1947.

Trade-Mark Protection and Unfair Trading by W. J. Derenberg. Published by Bender, Matthew & Co. 1936.

Trade-Marks and Their Protection Under the Trade-Marks Act by Reginald Hadden. Published by Pitman Publishing Corp. 1938.

Unfair Competition: A Study in Criteria for the Control of Trade Practices by J. P. Miller. Published by Harvard University Press. 1941.

Your Legal and Business Matters: And How to Take Care of Them by Henry E. Ashmun. Published by The John Day Co. 1938.

MARKETS AND MARKET RESEARCH (Includes Surveys)

Business Cycles and Forecasting by Elmer C. Bratt, Associate Professor of Economics, Lehigh University. Published by Richard D. Irwin, Inc.

Changes in Income Distribution During the Great Depression by Horst Mendershausen. Published by National Bureau of Economic Research. 1946.

The Consumer-Buyer and the Market by J. V. Coles. Published by John Wiley & Sons, Inc. 1938.

Government Statistics for Business Use. Edited by P. M. Hauser and W. R. Leonard. Published by John Wiley & Sons, Inc. 1946.

How to Conduct Consumer and Opinion Research. Edited by Albert B. Blankenship, Managing Director, National Analysts, Inc. Published by Harper & Bros. 1946.

How to Make Sign Advertising Pay by G. J. Grisler. Published by David McKay Co. 1941.

Imperfect Competition Within Agricultural Industries by W. H. Nicholls. Published by The Iowa State College Press. 1941.

Industrial Statistics—Statistical Technique in Industrial Research and Quality Control by H. A. Freeman, Assistant Professor of Statistics, Massachusetts Institute of Technology. Published by John Wiley & Sons, Inc. 1942.

Marketing in the West. Edited by Nathanael H. Engle, Director, Bureau of Business Research, College of Economics and Business, University of Washington. Sponsored by Pacific Advertising Association. Published by The Ronald Press Co. 1946.

Market Research and Analysis by Lyndon O. Brown, partner, Stewart, Brown & Associates. Published by The Ronald Press Co. 1937.

Measuring Business Cycles by Arthur F. Burns and Wesley C. Mitchell. Published by National Bureau of Economic Research. 1946.

People and Books by Henry C. Link and Harry Arthur Hopf. Published by Book Industry Committee, Book Manufacturers Institute. 1946.

The People Look at Radio by Paul F. Lazarsfeld and Harry Field. Published by The University of North Carolina Press. 1946.

Product Standards and Labeling for Consumers by A. L. Edwards. Published by The Ronald Press Co. 1940.

Radio Audience Measurement by Matthew N. Chappell and C. E. Hooper. Published by Stephen Daye. 1944.

Radio Research by Paul F. Lazarsfeld and F. N. Stanton. Published by Duell, Sloan & Pearce. 1941.

The Small Town Market Published by Outdoor Advertising, Inc. 1946.

Survey of Buying Power. Published annually by Sales Management, Inc.

The Technique of Marketing Research by Ferdinand C. Wheeler. Published by McGraw-Hill Book Co., Inc. 1937.

MARKETING PRINCIPLES AND PRACTICES

The Analysis and Control of Distribution Costs by J. B. Heckert. Published by The Ronald Press Co. 1940.

The Bottlenecks of Business by T. W. Arnold. Published by Reynal & Hitchcock. 1940.

Distribution Cost Analysis by D. R. Long-

70%
OF NORTHERN CALIFORNIA'S

POPULATION
RETAIL SALES
RETAIL FOOD SALES
RETAIL DRUG SALES
RADIO HOMES

ONE COLUMBIA STATION SERVES THEM ALL!

In Station KQW's primary listening area lies the cream of the Northern California market. Here live 2½ million prosperous people—7 out of 10 Northern Californians—with an effective buying income of 3½ billion dollars.

KQW is the only Columbia station serving this rich 14 county San Francisco Bay Area Market—and delivers it at less cost.



Represented Nationally by Edward Petry & Co. Inc.

man. Published by Harper & Bros. 1941.

Elements of Marketing by Paul D. Converse, Professor of Business Organization and Operation, University of Illinois, and Harvey W. Huegy. Published by Prentice-Hall, Inc. 1946.

Full Production Requires Scientific Distribution by James A. Thorson. Published by The Inland Press, Inc. 1945.

How to Increase Your Business Through Department Stores by A. C. Fatt and E. B. Weiss. Published by Grey Advertising Agency. 1941.

Manpower in Marketing by Eugene J. Bengé, President of Bengé Asso-

ciates, Chicago. Published by Harper & Bros. 1945.

Marketing by Wroe Alderson, R. S. Alexander, R. F. Elder and F. M. Surface. Published by Ginn and Co. 1940.

Marketing by Manufacturers. Edited by Charles F. Phillips, President, Bates College. Published by Richard D. Irwin, Inc. 1946.

Marketing Cooperatives by Donald F. Blankertz, Wharton School of Finance and Commerce, University of Pennsylvania. Published by The Ronald Press Co. 1940.

Marketing Functions, Mediums, Practices, Variations and Appraisal by F. L. Vaughan. Published by Farrar,

Straus & Co. 1942.

Marketing Handbook. Edited by Paul H. Nystrom, Professor of Marketing, Columbia University; President, Limited Price Variety Stores Association, editor-in-chief, and Albert W. Frey, Professor of Marketing, Dartmouth College, staff editor. (In preparation) Published by The Ronald Press Co.

Marketing Management by John F. Pyle. Published by University Lithographers, Inc. 1942.

Marketing Policies by H. E. Agnew and Dale Houghton. Published by McGraw-Hill Book Co., Inc. 1941.

Milestone of Marketing: A Brief History of the Evolution of Market Distribution by George Burton Hotchkiss. Published by The Macmillan Co. 1938.

Outlines of Marketing by Hugh E. Agnew, Robert B. Jenkins, and James C. Drury. Published by McGraw-Hill Book Co., Inc. 1942.

Principles of Marketing by Fred E. Clark, Professor of Economics and Marketing, Northwestern University, and Carrie P. Clark. Published by The Macmillan Co. 1943.

Principles of Marketing by Harold H. Maynard, Professor and Chairman, Department of Business Organization, Ohio State University, and Theodore N. Beckman, Professor of Business Organization, Ohio State University. Published by The Ronald Press Co. 1946.

Problems in Merchandise Distribution by Malcolm P. McNair, Edmund P. Learned, and Stanley F. Teele. Published by McGraw-Hill Book Co., Inc. 1942.

U. S. A.—1950. Published by The Twentieth Century Fund. 1946.

PRACTICAL PSYCHOLOGY

Aptitudes and Aptitude Testing by Walter Van Dyke Bingham. Published by Harper & Bros. 1937.

How to Interview by Walter Van Dyke Bingham and Bruce Victor Moore. Published by Harper & Bros. 1931.

How to Use Your Mind by Harry Dexter Kitson. Ninth printing of revised edition. Published by J. B. Lippincott Co. 1926.

Industrial Psychology by Joseph Tiffin, Purdue University. Published by Prentice-Hall, Inc. 1942.

Insight and Personality Adjustment by Therese Benedek, Institute for Psychoanalysis. Published by The Ronald Press Co. 1946.

The Law of Intelligent Action Applied in Business Relations by William J. Reilly. Published by Harper & Bros. 1945.

Make the Most of Your Life by Douglas E. Lurton. Published by Whittlesey House. 1945.

Motivation of Behavior by P. T. Young. Published by John Wiley & Sons, Inc. 1936.

People Are Important by F. L. Rush. Published by Scott, Foresman & Co. 1941.

Personality by Harold V. Gaskill, Iowa State College. Published by Prentice-Hall, Inc. 1936.

INCOME IS ON TOP

Surveys prove Kansas has the greatest income per capita than any other State between the Mississippi and the Rockies—And as Kansas earns, so does Wichita.

Because it ranks among the nation's top few in retail sales and employment indexes, Wichita is aptly called "The Pocketbook of the Southwest." People like to work and spend their money here, especially for the things advertised over KFH, that Selling Station for the Southwest.

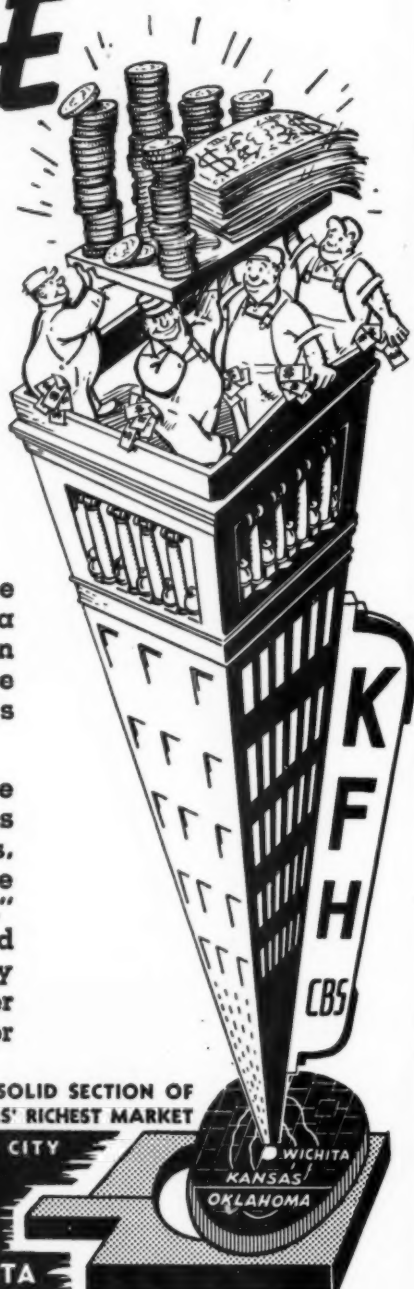
THAT SOLID SECTION OF
KANSAS' RICHEST MARKET

WICHITA IS A HOOPERATED CITY

KFH

WICHITA

CBS . . . 5000 WATTS DAY AND NIGHT . . . CALL ANY PETRY OFFICE



Personal Problems of Everyday Life by Lee Edward Travis, Professor of Psychology, University of Southern California, and Dorothy Walter Baruch, Professor of Education, Broadoaks School of Education, Whittier College. Published by D. Appleton-Century Co. 1946.

Personality and Problems of Adjustment by Kimball Young, Queens College. Published by F. S. Crofts & Co. 1940.

Principles of Applied Psychology by A. T. Poffenberger, Professor of Psychology, Columbia University. Published by D. Appleton-Century Co. 1946.

Principles of Employment Psychology by Harold E. Burtt. Published by Harper & Bros. 1942.

Psychology by Floyd C. Dockeray, Professor of Psychology, Ohio State University. Published by Prentice-Hall, Inc. 1942.

Psychology Applied to Life and Work by Harry Walker Hepner, Professor of Psychology and Head of Business Administration, Syracuse University. Published by Prentice-Hall, Inc. 1941.

Psychology for Business and Industry by Herbert Moore. Published by McGraw-Hill Book Co., Inc. 1942.

Psychology in Action by Joseph Clawson. Published by The Macmillan Co. 1946.

Psychology of Advertising by Harold E. Burtt. Published by Houghton, Mifflin Co. 1938.

The Psychology of Speech by Jon Eisen-son, Brooklyn College. Published by F. S. Crofts & Co. 1939.

Selling Your Ability by T. S. Knowlson. Published by G. P. Putnam's Sons. 1933.

Thinking for Every Man by A. Gordon Melvin. Published by The John Day Co. 1942.

What Makes People Buy by Donald A. Laird. Published by McGraw-Hill Book Co., Inc. 1940.

The Use of the Self by F. Matthias Alexander. Published by E. P. Dutton & Co. 1932.

PRODUCT IDEAS AND DESIGN

Bonnell's Manual on Packaging and Shipping by C. M. Bonnell, Jr. Published by Bonnell Publications, Inc. 1941.

Catalog Design by K. Lonberg-Holm and Ladislav Sutner. Published by Sweet's Catalog Service. 1946.

Creative Design by J. C. Chase. Published by John Wiley & Sons, Inc. 1934.

Developing Marketable Products and Their Packaging by Ben Nash, Pratt Institute, Department of Industrial Design. Published by McGraw-Hill Book Co., Inc. 1945.

Fundamentals of Successful Manufacturing by George Gaynor Hyde. Published by McGraw-Hill Book Co., Inc. 1945.

How to Develop Profitable Ideas by Otto F. Reiss, Associate Editor, Apparel Arts, Esquire Magazine.

Published by Prentice-Hall, Inc. 1945.

Manufacturers' Product, Package and Price Policies by A. W. Frey. Published by The Ronald Press Co. 1940.

Modern Packaging Encyclopedia. Edited by the staff of Modern Packaging Magazine. Published by Packaging Catalog Corp. 1940.

PUBLIC RELATIONS AND PUBLICITY (Employee Relations)

Annual Reports—How to Plan and Write Them by Beatrice K. Tolleris, Consultant, National Publicity Council. Published by National Publicity Council. 1946.

Blueprint for Public Relations by D. H. Plackard and C. Blackmon. Published by McGraw-Hill Book Co., Inc. 1947.

Business Journalism by Julien Elfenbein. Published by Harper & Bros. 1945.

Educational Publicity by Benjamin Fine. Published by Harper & Bros. 1943.

Gauging Public Opinion by Hadley Cantril. Published by Princeton University Press. 1944.

A Guide to Public Opinion Polls by George Gallup. Published by Princeton University Press. 1944.

Human Relations in Industry by Burleigh B. Gardner, Assistant Professor of Industrial Relations, The Uni-



*This bears
repeating!*

SAN DIEGO

facts for Sales Executives

Metropolitan area population 473,900
(within 15 miles of downtown)

San Diego County population 552,804

21st Agricultural County!

1946 Value of farm products \$55,000,000

1946 City Food sales volume \$90,907,000

1946 City Retail sales volume \$64,147,000

1946 City Drug sales volume \$15,000,000

Per Capita buying index 175.5 **SM**

THE SAN DIEGO UNION & TRIBUNE-SUN

will give to even a modest advertising appropriation

the impact of

Concentrated \$ \$ \$!

in the West's fastest growing market

Consult our Representatives

REPRESENTED NATIONALLY BY WEST-HOLLIDAY CO., Inc.
New York • Chicago • Denver • Seattle • Portland • San Francisco • Los Angeles

San Diego
UNION and TRIBUNE-SUN
Union Tribune Publishing Co., San Diego 12, California



Each Week... **THIS MAGAZINE**



is in **9** out of **10** New Orleans **HOMES**

If you want to cover the rich New Orleans market via magazine here is the only one that can really do the job, and do it **ALONE!**

Locally edited, it is avidly read in 9 out of 10 New Orleans homes PLUS 100 thousand surrounding trade territory homes

No other magazine, no other medium, or combination of media can remotely approach the density of this coverage.

Choice of full color, spot, duotone or monotone at surprisingly low cost

The Times-Picayune
Morning * Evening * Sunday
NEW ORLEANS STATES

Representatives Icann & Kelley Inc



SALES MANAGEMENT

- versity of Chicago. Published by Richard D. Irwin, Inc. 1946.
- An Introduction to Public Opinion** by H. L. Childs. Published by John Wiley & Sons, Inc. 1940.
- Keepers of the Corporate Conscience** by Raymond W. Miller. Published by Island Press Cooperative, Inc. 1946.
- Profitable Publicity, How to Do It—How to Get It** by H. F. Woods, Jr. Published by Dorset House, Inc. 1941.
- Public Opinion** by William Albright. Published by McGraw-Hill Book Co., Inc. 1939.
- Public Relations Directory and Yearbook.** Published by Public Relations Directory and Yearbook, Inc. 1945.
- Public Relations for Business** by Milton Wright. Published by Whittlesey House. 1939.
- Public Relations Principles and Procedures** by Theodore R. Sills, President, Theodore R. Sills & Co., and Philip Lesly, Director of Public Relations, Magazine Division, Ziff-Davis Publishing Co. Published by Richard D. Irwin, Inc. 1946.
- Publicity: How to Plan, Produce and Place It** by Herbert M. Baus. Published by Harper & Bros. 1942.
- Publicity Is Broccoli** by Constance Hope. Published by Bobbs-Merrill Co. 1941.
- You and Your Public** by Verne Burnett. Published by Harper & Bros. 1943.

PUBLIC SPEAKING

- Actual Business English** by Prentice H. Deffendall. Published by The Macmillan Co. 1943.
- The Art of Plain Talk** by Rudolph Flesch. Foreward by Lyman Bryson, Columbia Broadcasting Company. Published by Harper & Bros. 1946.
- Better Speech for You** by Daniel F. Egington. Published by Wilfred Funk, Inc. 1946.
- Building Your Vocabulary** by John G. Gilmartin, Superintendent of Schools, Waterbury, Conn. Published by Prentice-Hall, Inc. 1939.
- Cardinal Aspects of Speech** by James Murray, Lecturer in Public Speaking, and Wesley Lewis, Assistant Professor of Public Speaking, both of the University of California. Published by Prentice-Hall, Inc. 1938.
- Complete Guide to Public Speaking** by Grenville Kleiser. Published by Funk & Wagnalls Co. 1945.
- Effective Business English** by Alta Gwinn Saunders, Professor of Business English, University of Illinois. Published by The Macmillan Co. 1936.
- Effective Public Reading** by Henry E. Ashmun. Published by Prentice-Hall, Inc. 1941.
- Effective Speaking for Every Occasion** by Willard Hayes Yeager, Chairman, Department of Speech, Ohio State University. Published by Prentice-Hall, Inc. 1945.
- Everyday Business Speech** by Captain Alfred D. Huston and Robert A. Sandberg, Director of the Speakers Bureau for the Eastern Area, American Red Cross. Published by Prentice-Hall, Inc. 1943.
- The Extempore Speech** by Earl W. Wells, Professor of Speech, and Paul X. Knoll, Associate Professor of Speech, both of Oregon State College. Published by The Ronald Press Co. 1942.
- Foundations of Speech.** Edited by James M. O'Neill, Chairman of the Department of Speech, Brooklyn College. Published by Prentice-Hall, Inc. 1941.
- Going to Make a Speech?** by E. St. Elmo Lewis, Counsel in Consumer and Trade Relations. Published by The Ronald Press Co. 1936.
- Handbook of Argumentation** by Russell H. Wagner, Associate Professor of Speech, Cornell University. Published by The Ronald Press Co. 1936.
- How to Develop Self-Confidence in Speech and Manner** by Grenville Kleiser. Published by Funk & Wagnalls Co. 1945.
- How to Overcome Stammering** by Mabel Farrington Gifford. Published by Prentice-Hall, Inc. 1940.
- How to Speak English Effectively** by Frank H. Vizetelly. Published by Funk & Wagnalls Co. 1946.
- How to Speak in Public** by Grenville Kleiser. Published by Funk & Wagnalls Co. 1946.
- How to Talk** by John Mantle Clapp, Lecturer, New York University, and Edwin A. Kane, Chairman of Department of Oral English, George Washington High School, New York City. Published by The Ronald Press Co. 1939.
- How to Use English—A Guide to Correct Speech and Writing** by Frank H. Vizetelly. Published by Funk & Wagnalls Co. 1946.
- An Introduction to Public Speaking** by Donald Hayworth, Professor and Head of Department of Speech and Dramatics, Michigan State College. Published by The Ronald Press Co. 1941.
- Make Yourself a Better Speaker** by E. C. Buehler, Professor of Speech and Dramatic Art and Director of Forensics, University of Kansas. Published by The Ronald Press Co. 1940.
- Pocket Guides to Public Speaking** by Grenville Kleiser. Published by Funk & Wagnalls Co. 1946.
- Principles of Effective Speaking** by William Phillips Sandford, Director of Sales Service, Illinois Agricultural Association, and Willard Hayes Yeager, Chairman of the Department of Speech, Ohio State University. Published by The Ronald Press Co. 1942.
- Public Speaking, Correspondence Course In,** by Grenville Kleiser. Published by Funk & Wagnalls Co. 1945.
- Public Speaking Handbook** by G. P. Tanquary, University of Southern California, and E. F. Hahn. Published by F. S. Crofts & Co. 1939.
- Self-Expression in Speech** by Avery & Coffin. Published by D. Appleton-Century Co. 1933.



Many thousands of America's Most Successful Sales and Distribution Executives Consider Our Maps

Indispensable Tools for Market Planning, Sales Control and Efficient Distribution in the Large Markets

For nearly a quarter of a century we have been "preaching" the thorough coverage of 87 vital markets. Down through the years many of America's most successful merchandising executives have used complete sets of our 87 maps with phenomenal results. Over and over again the leading Sales Managers of this nation have explained to us that our maps have been the secret formulae of their success. Very briefly we would like to tell you why. It is perhaps possible that thorough coverage of 81% of America's purchasing power warrants your consideration. "A picture (of any market) is worth 10,000 words." There is no substitute for complete territory breakdowns and careful checking of outlets throughout these 87 areas containing, let us again repeat, 81% of the nation's purchasing power. There are over 500 square miles in many metropolitan centers. Almost any fifty square mile area in the large metropolitan markets contains more purchasing power and more people than five of the thinly populated western states.

In case you have the responsibility of merchandising anything commonly purchased and generally distributed to the American Public, do not neglect any part of any one of these 87 vital markets. The use of our maps for territory breakdowns and a careful check of your outlets is the only positive way to be sure you are not neglecting any area with more purchasing power than five western states.

Eighty-seven beautiful, practical wall maps (44" by 65") of Principal U. S. Markets which include the geographical areas containing over 81% of the Nation's purchasing power. Every street in all large American Cities alphabetically indexed and mechanically located.

Three FREE territory marking pencils furnished with each map. All markings can be erased just like chalk on a blackboard from the cellophane finish on our Maps, as territories change.

PLUS

THE FINEST AND MOST POPULAR U. S. MARKETING MAP PUBLISHED (With white and black background or in color with topography.) Mechanical index locates instantly any municipality or county.

FIRST—IN Quality, IN Clarity, IN Accuracy, IN Popularity

Any map of any large American Market sent on 10 DAYS FREE TRIAL
Price \$42.50 Each

Brochure upon request, containing detailed descriptions of these vital markets and FREE United States Map showing their location. No Obligation. Salesman will NOT call, unless YOU request interview.

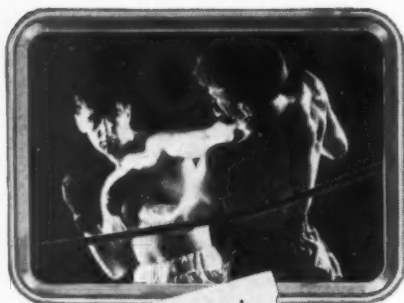
HEARNE BROTHERS
DETROIT 26, MICHIGAN

Over 100,000 American Business Firms Use Hearne Maps

Another Service First!

TELEVISION

Comes to
Hotel New Yorker!



TRIUMPH for Hotel New Yorker! Television—a permanent service never before offered to the public... is yours to enjoy as guests of Hotel New Yorker.

It's new... it's thrilling... it's RCA-Victor Television!

At present, the Manhattan Cocktail Lounge and private parlors are equipped with television. It is contemplated to extend this service to private rooms.

More innovations are on the way—a promise of finer comforts for everyone.



Frank L. Andrews,
President

34th St. at Eighth Ave., New York 1, N. Y.
Direct Tunnel Connection to Pennsylvania Station

The Short Speech by J. Thompson Baker. Published by Prentice-Hall, Inc. 1938.

S. O. S. Slips of Speech and How to Avoid Them by Frank H. Vizetelly. Published by Funk & Wagnalls Co. 1945.

The Speaker's Notebook by William G. Hoffman. Published by Whittlesey House. 1943.

Speech Correction: Principles and Methods. Revised by Charles Van Riper, Director of Speech Clinic, Western Michigan College. Published by Prentice-Hall, Inc. 1947.

Speech Handbook by Harvey G. Barnes, University Examiner and Registrar, University of Iowa. Published by Prentice-Hall, Inc. 1941.

Speech Making—Principles and Practices by W. N. Brigance, Wabash College, and R. K. Immel. Published by F. S. Crofts & Co. 1938.

Tested Public Speaking by Elmer Wheeler. Published by Prentice-Hall, Inc. 1939.

20,000 Words Often Mispronounced by W. H. Phyfe. Published by G. P. Putnam's Sons. 1937.

Voice and Speech Problems by Letitia Raubicheck, Director of Speech Improvement, New York City Schools; Estelle H. Davis, and L. Adele Carll. Published by Prentice-Hall, Inc. 1939.

Voice Science by L. S. Judson and A. T. Weaver, University of Wisconsin. Published by F. S. Crofts & Co. 1942.

You Can Make a Speech by William Doll, President of State Bar Association of Wisconsin; Founder and President of Milwaukee Speakers Forum. Published by The Ronald Press Co. 1946.

You Can Sell Your Voice by E. C. Buehler and Martin Maloney. Published by The Ronald Press Co. 1939.

You Can Talk Well by Richard C. Reager. Published by Rutgers University Press. 1946.

PUBLISHERS MENTIONED IN LIST STARTING ON PAGE 150:

A

- Advertising Publications, Inc., 100 East Ohio St., Chicago, Ill.
- American Academy of Political and Social Science, 3457 Walnut St., Philadelphia, Pa.
- American Institute of Food Distribution, Inc., 420 Lexington Ave., New York, N. Y.
- American Library Association, 520 N. Michigan Ave., Chicago, Ill.
- American Management Association, 330 West 42nd St., New York, N. Y.
- American Newspaper Publishers Association, 370 Lexington Avenue, New York, N. Y.
- American Rolling Mill Co., The, 703 Curtis St., Middletown, Ohio
- American Technical Society, The, Drexel Ave. and 58th St., Chicago, Ill.
- Anderson, H. W., Co., 524 Main St., Cincinnati, O.
- Antioch Press, The, Yellow Springs, Ohio
- Appleton-Century Co., D., 35 West 32nd St., New York, N. Y.
- Arnold Book Co., 617 S. Olive St., Los Angeles, Calif.
- Ashwell, Thomas & Co., 20 Vesey St., New York, N. Y.
- Associated Grocery Manufacturers of America, Inc., 205 E. 42nd St., New York, N. Y.
- Association of National Advertisers, Inc., 330 West 42nd St., New York, N. Y.
- Automotive Advertisers' Council, R. W. Case, Jr., President, Thermoid Co., Trenton 6, N. J.

B

- Banks-Baldwin Law Publishing Co., 3730 Euclid Avenue, Cleveland, Ohio
- Barron's, 40 New St., New York, N. Y.
- Bender, Matthew, & Co., Inc., 149 Broadway, New York, N. Y.
- Better Letters Institute, Boston, Mass.
- Bobbs-Merrill Co., The, 724 N. Meridian St., Indianapolis, Ind.
- Bonnell Publications, Inc., 30 Church St., New York, N. Y.
- Book Manufacturers' Institute, Inc., 25 W. 43rd St., New York, N. Y.
- Bowman, Neal, 1447 Devereaux Ave., Philadelphia, Pa.
- Brookings Institution, The, 722 Jackson Place, N.W., Washington, D. C.
- Bureau of National Affairs, Inc., The, 24th and N St., N.W., Washington 7, D. C.
- Business Book House, The, Box 112, Charlottesville, Va.
- Business Bourse, The, 80 West 40th St., New York, N. Y.
- Business News Publishing Co., 5215-5229 Cass Ave., Detroit, Mich.

C

- Callaghan & Co., 11 Park Place, New York, N. Y.
- Columbia University Press, 2960 Broadway, New York, N. Y.
- Community Service, Inc., Yellow Springs, Ohio
- Crofts, F. S. & Co., 101 Fifth Avenue, New York 3, N. Y.

D

Dartnell Corp., The, 4660 Ravenswood Ave., Chicago 40, Ill.
 Day, John, Co., The, 2 West 45th St., New York 19, N. Y.
 Daye, Stephen, Press, 105 E. 24th St., New York, N. Y.
 Doniger & Rughley, Great Neck, N. Y.
 Dorset House, Inc., 55 West 42nd St., New York, N. Y.
 Doubleday & Co., Inc., 14 West 49th St., New York, N. Y.
 Druggists' Research Bureau, 330 W. 42nd St., New York, N. Y.
 Duell, Sloan & Pearce, Inc., 270 Madison Ave., New York, N. Y.
 Dun & Bradstreet, Inc., 290 Broadway, New York 8, N. Y.
 Dutton, E. P., & Co., Inc., 300 Fourth Ave., New York 10, N. Y.

E

Elmore, E. W., 4162 Charlene Drive, Los Angeles, Calif.

F

Fairchild Publications Co., 8 E. 13th St., New York, N. Y.
 Farrar & Rinehart, Inc., 232 Madison Ave., New York, N. Y.
 Farrar, Straus & Co., 580 Fifth Ave., New York 19, N. Y.
 Foundation Press, Inc., The, 222 W. Adams St., Chicago, Ill.
 Funk & Wagnalls Co., 354 Fourth Ave., New York 10, N. Y.
 Funk, Wilfred, Inc., 1476 Broadway, New York, N. Y.

G

Garden City Publishing Co., Inc., 14 West 49th St., New York, N. Y.
 General Publishing Co., 60 W. 33rd St., New York, N. Y.
 Ginn and Co., 15 Ashburton Place, Boston, Mass.
 Graphic Books, Inc., 17 East 42nd St., New York, N. Y.
 Greenberg Publishers, Inc., 67 W. 44th St., New York, N. Y.
 Gregg Publishing Co., 270 Madison Ave., New York, N. Y.
 Grey Advertising Agency, Inc., 166 W. 32nd St., New York, N. Y.

H

Harcourt, Brace & Co., Inc., 383 Madison Ave., New York, N. Y.
 Harper & Brothers, 49 E. 33rd St., New York 16, N. Y.
 Hart, Chick, Multi-Letter Co., Inc., Los Angeles, Calif.
 Harvard Business School, Division of Research, Soldiers Field, Boston 63, Mass.
 Harvard Graduate School of Business Administration, 16 North Harvard, Allston, Mass.
 Harvard University Press, Cambridge 38, Mass.
 Harvard University School of Business, Division of Research, 38 Quincy St., Cambridge, Mass.
 Heath, D. C., & Co., 285 Columbus Ave., Boston, Mass.
 Hopper, Schuyler Co., The, 12 E. 41 St., New York 17, N. Y.
 Holt, Henry, & Co., Inc., 257 Fourth Ave., New York, N. Y.
 Houghton Mifflin Co., 2 Park St., Boston, Mass.

I

Index Publishing Co., 123 William St., New York, N. Y.
 Inland Press, Inc., The, Chicago 6, Ill.
 Institute of Distribution, Inc., 25 West 43rd St., New York, N. Y.
 International Labor Office, 3450 Drummond St., Montreal, Canada
 Iowa State College Press, The, Ames, Ia.
 Irwin, Richard D., Inc., 332 S. Michigan Ave., Chicago, Ill.
 Island Press Cooperative, Inc., 470 W. 24th St., New York, N. Y.

K

Knopf, Alfred A., Inc., 501 Madison Ave., New York, N. Y.

L

Labor Relations Institute, 1776 Broadway, New York, N. Y.
 Lippincott, J. B., Co., Inc., 227-231 S. Sixth St., Philadelphia, Pa.
 Little, Brown & Co., 34 Beacon St., Boston, Mass.
 Longmans, Green & Co., 55 Fifth Ave., New York, N. Y.

M

McBride, Robert M., & Co., 116 E. 16th St., New York, N. Y.
 McGraw-Hill Book Co., Inc., 330 W. 42nd St., New York, N. Y.
 McKay, David, Co., 604 Washington Square, Philadelphia, Pa.
 Macmillan Co., The, 60 Fifth Avenue, New York, N. Y.
 Metropolitan Life Insurance Co., 1 Madison Avenue, New York 10, N. Y.
 Midland Publishing Co., Kansas City, Mo.

N

National Association of Cost Accountants, 385 Madison Ave., New York 17, N. Y.

DO YOU HAVE A PACKAGED FOOD PRODUCT TO SELL?



THEN YOU NEED

WAAT

because, WAAT listeners
are big buyers of pack-
aged foods, and because
WAAT produces cash
register results (our
present food advertisers
keep renewing and
renewing their radio
advertising contracts).

THEY KNOW THAT—

WAAT DELIVERS
MORE LISTENERS
PER DOLLAR IN
NORTH JERSEY
AND NEW YORK
CITY THAN ANY
OTHER STATION
...INCLUDING ALL
50,000 WATTERS.



THE SPEAKERETTE

*A Portable Speaker's Stand
For desk or table-top*



A great convenience to speakers.
Eliminates fumbling, crouching, eye-strain and hand-fatigue.
Boosts morale of timid or inexperienced speakers.

An aid to Better
Speaking and
Better Listening

Ideal for use at
Sales Meetings
Dealer Meetings
etc.

Highest grade
materials and
construction.



Maple or Mahogany Finish
Individually cartoned. \$17.50 ea.
THE SPEAKERETTE COMPANY
Randolph—Vermont

The management man's
preferred source of daily
business news in the nation's
greatest industrial area
— the Central West.



**Chicago Journal
of Commerce**



**HOTEL
Lennox**

PUBLISHER'S LIST

(Continued from page 161)

National Association of Tobacco Distributors, Inc., 200 Fifth Ave., New York 10, N. Y.
National Bureau of Economic Research, Inc., 1819 Broadway, New York, N. Y.
National Foremen's Institute, Inc., 527 Fifth Ave., New York, N. Y.
National Industrial Conference Board, Inc., 247 Park Ave., New York 17, N. Y.
National Management Council of U. S. A., 347 Madison Ave., New York 17, N. Y.
National Planning Association, 800 21st St., N.W., Washington 6, D. C.
National Publicity Council, 130 East 22nd St., New York 10, N. Y.
National Retail Credit Association, 1218 Olive St., St. Louis, Mo.
National Underwriter Co., The, 99 John St., New York, N. Y.
National Wholesale Druggists' Association, 330 W. 42nd St., New York, N. Y.
Newark Public Library, Business Branch, 34 Commerce St., Newark 2, N. J.

O

Olsen Publishing Co., 501 Cherry St., Milwaukee, Wis.
Outdoor Advertising, Inc., 60 E. 42nd St., New York 17, N. Y.

P

Packaging Catalog Corp., 122 E. 42nd St., New York 17, N. Y.
Park College Press, Parkville, Mo.
Pierson, Romaine Publishers, Inc., 99 Nassau St., New York, N. Y.
Pitman Publishing Corp., 2 W. 45th St., New York 19, N. Y.
Prentice-Hall, Inc., 70 Fifth Ave., New York 11, N. Y.
Princeton University Press, Princeton, N. J.
Printers' Ink, 205 East 42nd St., New York, N. Y.
Public Relations Directory and Yearbook, Inc., 82 Beaver St., New York, N. Y.
Putnam's, G. P., Sons, 2 West 45th St., New York 19, N. Y.

R

Reporter of Direct Mail Advertising, 17 E. 42nd St., New York, N. Y.
Reynal & Hitchcock, Inc., 386 Fourth Ave., New York 16, N. Y.
Ronald Press Co., The, 15 E. 26th St., New York 10, N. Y.
Rutgers University Press, New Brunswick, N. J.

S

Sales Management, Inc., 386 Fourth Ave., New York 16, N. Y.
Schuyler Hopper Co., The, 12 E. 41st St., New York 17, N. Y.
Scott, Foresman & Co., 623 Wabash Ave., Chicago, Ill.
Simon and Schuster, Inc., 1230 Sixth Ave., New York 20, N. Y.
South-Western Publishing Co., Inc., 201-203 West 4th St., Cincinnati, Ohio
Stechert, G. E., & Co., 31 E. 10th St., New York, N. Y.
Sweet's Catalog Service, 119 West 40th St., New York, N. Y.

T

Twentieth Century Fund, The, 330 W. 42nd St., New York, N. Y.

U

United States Department of Commerce, Washington, D. C.
United States Wholesale Grocers' Association, Inc., Investment Bldg., Washington 5, D. C.
University Lithoprinters, Inc., 54 Cross St., Ypsilanti, Mich.
University of North Carolina Press, The, Chapel Hill, N. C.
University of Oklahoma Press, Norman, Okla.
University of Pittsburgh, Pittsburgh, Pa.

V

Viking Press, Inc., 18 E. 48th St., New York, N. Y.

W

Whittlesey House, 330 W. 42nd St., New York, N. Y.
Wiley, John, & Sons, Inc., 440 Fourth Ave., New York 16, N. Y.
Wilson, H. W., Co., The, 950-972 University Ave., New York, N. Y.

Y

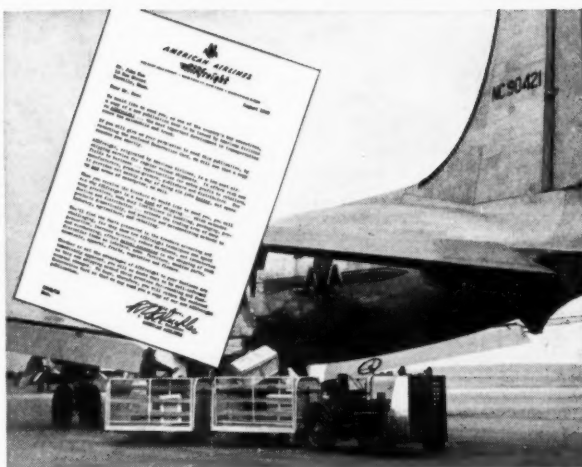
Yale University Press, 143 Elm St., New Haven, Conn.

DIRECT RESULTS from the DICKIE-RAYMOND *SCRAPBOOK*



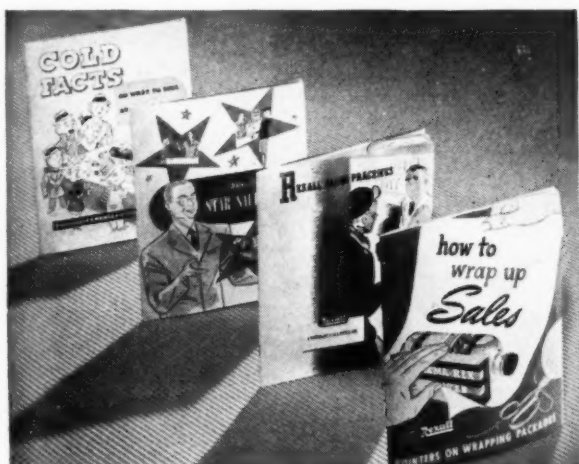
HAVE YOU RE-TOOLED YOUR SALESMEN?

As we swing away from the seller's market, the salesman will need more support. More sales tools like portfolios, for example — to back him up with *evidence* as he tells his story. The portfolio *can* be an effective sales aid — if it's properly planned and is *used*. Our job: to arm the salesman with so helpful a presentation, that he'll feel lost if he leaves it at home. In the past 25 years, we've planned and written scores of resultful sales presentation pieces. This one, presenting the case for Pitney-Bowes Postage Meters, has been rated among the best.



TAKE A LETTER

There's nothing like a letter for getting *action* — whether you're making a survey, offering a booklet, or selling something by mail. What's more, through different techniques we've developed over the years, we can call our shots with amazing accuracy — plan almost any letter to bring back the *number* and *character* of replies desired. This one, offering booklet on American Airlines Airfreight, *might* have been written to bring a 50% return. Instead, it seemed wiser to limit booklet distribution to more *selective* prospects — keep response around 20%. Actual score: 21%.



HOW TO TRAIN WITHOUT PAIN

Sales training booklets call for direct advertising techniques, too — so readers will heed and remember. Perhaps that's why we're being called on to do so many. We know how to avoid deadly textbook dullness; how to sugar-coat do's and don'ts with sound reasons why. And we can bring to any employee-relations assignment a refreshing *outside* viewpoint. Result: booklets like these for Rexall Drug Co. salespeople — booklets that entertain as well as instruct — that prove just as interesting to old-timers as to tyros.

DO YOU HAVE THIS MISCONCEPTION ABOUT DICKIE-RAYMOND?

Some people think we're a printing house. We're not. We don't own a single press. Our business involves planning, writing, and supervising production of sales promotion and direct advertising material. Period. And there are those who think we perform these functions well. Booklet "Things Every Sales Executive Should Know About Dickie-Raymond" tells in detail what we do and how we operate. Write for a copy on your business letterhead to DICKIE-RAYMOND, INC., 521 FIFTH AVE., NEW YORK 17, or 80 BROAD STREET, BOSTON 10, MASS.

There's Only One DICKIE-RAYMOND

DIRECT ADVERTISING, MERCHANDISING
AND SALES PROMOTION COUNSEL

Media and Agency News

MAGAZINES

A new technique of analyzing reader audience has been pioneered by *Good Housekeeping* magazine in its recently issued circulation statement titled "Good Housekeeping Analysis of Circulation and Reader Audience by Cities and Trading Area." Through the new technique, which has been checked by the Magazine Audience Group, it is now possible for an advertiser to ascertain with almost mathematical exactitude not only circulation strength but also reader audience of *Good Housekeeping* by cities and trading areas.

The technique was developed by Dr. Raymond Franzen, a member of the Magazine Audience Group, an impartial group which analyzes magazine readership, etc. The idea for the pioneering study was germinated after an Elmo Roper survey showed that *Good Housekeeping* magazine had 3.1 readers per copy.

The "readers" figures in the Franzen report show the audience for advertising in *Good Housekeeping*



IRVIN S. TAUBKIN, formerly with the Bureau of Advertising, A. N. P. A., now associated with *The New York Times* as promotion manager.

for every city of 2,500 population or more, their trading centers and trading areas. The study contains two columns of figures: one showing the actual circulation of the magazine in these cities; the other showing Dr. Franzen's report of the actual number of readers in each city, trading center and trading area.

Pertinent characteristics found in the sample indicate the following relations, according to the Franzen report:

"Cities where the ratio of subscription to newsstand sales is high tend to have more readers per copy than cities where the reverse is true."



ROBERT D. CHASE is new administrative advertising manager of Parents Institute.

"The smaller the city the more readers per copy it is likely to have."

"The more concentrated the urban population of a trading area, the less readers per copy it is likely to have."

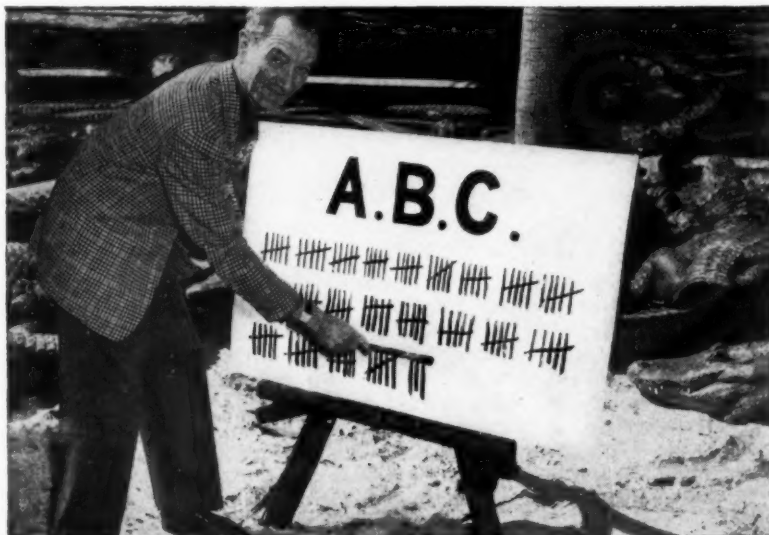
"Other things being equal, fewer readers per copy it is likely to have." have about 40% of the population with high school education or better."

"As a city is removed from this point in either direction, readers per copy increase. Education here probably represents serio-economic status in general, rather than education in particular."

The report points out that a multiple regression formula was determined which will predict reading per capita within the sample well enough to obtain a correlation of .78 with obtained reader per capita. The elements used in the formula are: newsstand circulation of *Good Housekeeping* per thousand families; subscription circulation per thousand families; city size; urban concentration within counties; percent of population 25 years and over with high school education or better.

Leading publishers from 19 countries, representing all continents, will meet in New York City on March 20 to discuss plans for a multi-lingual international magazine, Thomas H. Beck, chairman of the board of the Crowell-Collier Publishing Co., has announced. The proposed magazine is to be edited in the United States but printed locally in each foreign country by the associate publisher in the native language. In announcing it, Mr. Beck emphasized that the project is still in the planning stage and that all plans are tentative. Unsettled conditions, both political and economic, might prevent early publication in some countries. The proposed magazine's editorial matter would be designed for world-wide appeal and to foster international understanding, travel and trade among nations.

William G. Sylvester is appointed advertising manager of the Dell Men's Group. . . . Malcolm Orchard, formerly associate editor of *Farm and Ranch*, is now executive editor of *Southern Agriculturist*, Nashville, Tenn. . . . James B. Ball is appointed manager of *Country Gentleman's* Division of 'The Farmers' Market



COUNTING NOSES . . . Bernard C. Duffy, president B. B. D. & O. and Audit Bureau of Circulation director, takes postman's holiday at A. B. C. convention.

SALES MANAGEMENT



... IN BEDDING, TOO

Many a manufacturer of beds, mattresses, springs or furniture is neglecting "hidden gold"—by failing to take advantage of the tremendous sales potential of the \$9,500,000,000 department store and departmentalized specialty store market.

There's real money to be made selling through these big-volume outlets. The 40% of stores which now carry bedding have proved it . . . by chalking up a whopping sales volume of \$500,000,000. It's up to you, Mr. Manufacturer, to sell the other 60%. It's up to manufacturers of many other lines to start mining the "hidden gold" in this important market.

Your best tool for this is the Department

Store Economist, the only publication which is edited for the entire management *team*—store head, merchandise manager, key buyers, directors of advertising, display and training—all of whom have an important voice in any decision to install a new line or new department. Start them thinking your way with a regular schedule of advertising in the Economist . . . and you take the first step toward getting your share of this tremendous potential market.



100 EAST 42d STREET, NEW YORK 17, N.Y.; 56th and Chestnut Streets, PHILADELPHIA 39, PA.; 29 East Madison Street, CHICAGO 2, ILL.; 1836 Euclid Avenue, CLEVELAND 15, OHIO; 10 High Street, BOSTON 10, MASS.; Rhodes-Haverly Building, ATLANTA 3, GEORGIA; WEST COAST: Garfield Building, LOS ANGELES 14, CAL.; Russ Building, SAN FRANCISCO 4, CAL.



GENERAL FOODS CORP., along with Ford Motor Co., signs to sponsor telecasting of Dodgers' home games via WCBS-TV. George Moskovics (left), commercial manager of Columbia Broadcasting System television, enjoys laugh with Howard M. Chapin and Robert C. Williams, both of General Foods Corp.

Place. . . *Seventeen* names Harold M. Johnson New England advertising manager. . . Andree Vilas is the new managing editor of *Charm*.

BUSINESS MAGAZINES

Sponsored by the *Syndicate Store Merchandiser*, the first post-war 5c-\$1.00 Variety Merchandising Clinic was held recently in New York City. Over 400 representatives of advertising agencies, national advertisers and other manufacturers attended the clinic and were addressed by leaders in the syndicate store field. Among the speakers giving pertinent tips to manufacturers who would sell these outlets are:

L. C. Shockley, cosmetics and toiletries buyer of the McCrory Stores Corp.: "The manufacturer and the retailer have but one customer, the ultimate consumer. Therefore, both manufacturer and retailer must have the consumer's viewpoint at all times. Since the end of the war, manufacturers and advertisers alike have relied a great deal too much on guesswork and have far too little factual information about the buying public. Discuss your merchandising, packaging and promotion problems with your buyers and the display and sales promotion directors of the syndicate stores. These men are constantly fact-finding for consumers' preferences and are constantly experimenting for improved displays and promotions.

"Here are three rules for you manufacturers which will solve most of your syndicate store selling problems: 1. See your buyers immediately if you have an item you wish to pro-

mote or advertiser. 2. See your buyers before making up display material you wish to supply to the stores. 3. See your buyers when contemplating price changes or package changes."

Carl V. Haecker, assistant director of sales promotion, W. T. Grant Co.: "The retailers of America expect from manufacturers, producers, jobbers, distributors, and manufacturers' representatives an economical plan of cooperation and assistance to move goods from shelves into the consumers' hands. . . ."

Fred E. Myers, sales promotion manager of the H. L. Green Co., Inc.: "With so many items coming back into the market and with the



WILBUR VAN SANT, president VanSant, Dugdale & Co., Inc., named chairman of the new A. A. A. chapter, Baltimore, Maryland.

aggressiveness and ingenuity of the manufacturers creating so many new items, counter space is fast becoming tighter and tighter. If the manufacturers expect to get counter space or keep their items on the variety store

counters, they should plan their packaging so that counter space will not be wasted through widths of packages which are fractions too wide for the standard size bins.

"The variety store managers have been trained to follow through on the promotion programs sent to them by their own sales promotion departments and it is useless for any manufacturer to attempt to get promotion cooperation for a special event unless he coordinates it through the buyer and the promotion department. Store managers simply will not pay any attention to promotion bulletins from sources outside their own company."

Post Exchange Publishing Co., New York City, publishers of *Post Exchange and Ships Service Store*, announce the publication of a new export magazine, *El Detallista Inter-*



E. G. NAECKEL, the newly appointed president and treasurer of The L. W. Ramsey Advertising Agency.

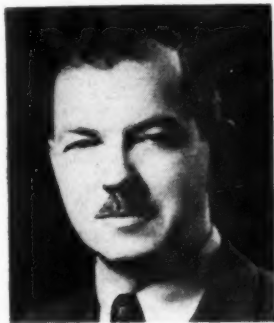
nacional (The International Retailer). It is described as the first export magazine to provide United States manufacturers of consumer goods with a medium which aims to stimulate the sale of this country's products abroad by acquainting foreign retailers with the highly successful American methods of advertising, selling and merchandising. Publication will begin in May with an initial circulation of 10,000 better rated department and specialty stores throughout Latin America. An advisory service will provide advertisers with market data necessary to the development of overseas sales.

RADIO

Broadcast Measurement Bureau has issued its long awaited BMB Area Audience Report. The 780-page volume shows day and night audiences of 800 radio stations in 3,500 United States and Canadian counties and in 1,200 cities. The reader can look up any county or measured city and find the total number of radio families

SALES MANAGEMENT

and all the stations that are listened to at least once a week by 10% or more of the radio families, together with the actual day or night audiences of 706 subscribing stations, expressed numerically or as a percent of the total radio families. Other sections include a metropolitan district summary, a station-city index and a radio station index. Still other sections explain the techniques and procedures used in determining radio station audiences and the mechanical



LYMAN L. HILL will join the Bureau of Advertising, A. N. P. A., on April 7 as their new western manager.

processes by which the audiences were tabulated. The BMB Area Report is being sent to subscribing stations, members of the American Association of Advertising Agencies and members of the Association of National Advertisers. Copies sell for \$35.

"We have always recognized as a primary responsibility the dedication of radio to national unity, understanding, and harmony among all groups of American people," Frank Stanton, president of the Columbia Broadcasting System, declared in a recent address over CBS. His talk was part of a special CBS broadcast on which the American Brotherhood Award of the National Conference of Christians and Jews, given annually for the best single network program on human relations, was awarded for 1946 to Columbia network's "Assignment Home" drama, "The Biggest Crime." The award was presented by Dr. Everett R. Clinchy, president of the N. C. C. J.

Twenty-three weekly newspaper editors in towns in Greater Boston are participating this month in a WCOP, Boston, program series. They are taking over the five minutes following the 11:00 to 11:10 P. M. news period to relay news of their communities or discuss community issues.

Station KSFO, San Francisco, in
MARCH 15, 1947

cooperation with the California State Employment Service, is airing a regular public service program, "The Jobcaster," to help remedy the veteran employment situation.

TELEVISION

Chicago now has more than 1,000 television receivers in use. With the increase in circulation, WBKB, the Balaban & Katz station, enters the second bracket of its rate structure. During the period when 1,000 to 5,000 sets are in use, the basic cost to advertisers will be \$200 per hour,

covering time, transmission, and use of all existing studio facilities. Provision for the change was made at the time the Balaban & Katz station's commercial structure was originally announced. Initial fee, in effect while there were less than 1,000 receivers, was \$100 per hour. Top figure in present schedule is \$1,000 an hour, to apply when there are more than 35,000 sets in the area. For the present \$200 an hour, the advertiser buys an audience of approximately 11,000 persons. WBKB's surveys show an average of 11.4 viewers per set. Home receivers average 4.5 view-



THIS MEDIA COMBINATION SETS THE TEMPO FOR SALES TO THE HOSPITAL MARKET

HOSPITALS, the Journal of the American Hospital Association, has earned top readership recognition in the hospital field through its authoritative news reporting, alert and aggressive editorial pages, and extensive feature coverage. Administrators and Purchasing Agents, Architects and Consultants, and Public Health officials place their greatest reliance in its editorial leadership and guidance.

The AMERICAN HOSPITAL DIRECTORY, issued annually by the American Hospital Association, is the only single source of comprehensive general information and statistics about hospitals and related fields. It contains a listing of every available hospital in the United States and Canada, showing detailed administrative and operational data on each institution. As a reference work, it is vitally necessary to everyone concerned with hospitalization.

To those interested in the institutional construction, equipment and supply fields, the \$2,000,000,000 Hospital Program offers an eager market for more than 5,000 products. You can reach it most effectively by advertising in HOSPITALS and the AMERICAN HOSPITAL DIRECTORY because they enjoy the reader-confidence of the key people of hospital buying.

For rates, sample copies and space reservations, write or telephone:

THE AMERICAN HOSPITAL ASSOCIATION

18 E. DIVISION ST., CHICAGO 10, ILL. • PHONE, WHITEHALL 4350

WOC

"Watch for the detailed report of how we voted in the WOC Happy New Year Contest!"



QUAD Cities

**DAVENPORT, ROCK ISLAND
MOLINE, EAST MOLINE**

Since 1942, Hooper surveys have shown that only WOC delivers the Quad-Cities . . . the largest metropolitan area between Chicago and Omaha, and between Minneapolis and St. Louis. It's the 40th retail market in the nation, with approximately 218,000 population.

5,000 Watts, 1420 Kc.
Basic NBC Affiliate

B. J. Palmer, President
Beryl Lottridge, Manager

WOC

DAVENPORT, IOWA
National Representatives:
FREE & PETERS, Inc.

ers and the balance of the audience sees its television shows on receivers in public places.

In the four-week period between January 27 and February 23 the Allen B. Du Mont Laboratories, Inc., shipped in excess of \$875,000 worth of television receivers. Remaining backlog is estimated to be more than \$3,100,000. Shipments to date



RIVALING . . . With full-scale motion picture display, "Pixad" challenges other Times Square spectacular advertising art.

are almost entirely to the New York metropolitan area. Distribution schedules of the firm call for early deliveries of television receivers to Philadelphia, Washington, D. C., Schenectady, N. Y., Detroit, Chicago, St. Louis and Los Angeles, which cities are now enjoying television service.

AGENCIES

Houck & Co. of Florida in Miami is the newly incorporated affiliate advertising agency of Houck & Co. of Roanoke, Va. . . . The Gerth-Pacific Advertising Agency, San Francisco and Los Angeles, has opened a new office in Seattle, Wash. . . . Koehl, Landis and Landon, Inc., New York City and Cleveland, opens a West Coast office in Los Angeles under the name of Swafford, Koehl, Landis and Landon.

Harry G. Little, executive vice-president and general manager of the Campbell-Ewald Co., Detroit, is elected to the board of directors; William E. Schweikart, W. Paul Stewart and Richard C. Francis are appointed vice-presidents of the agency. . . . Margaret King Eddy and William Wright are new vice-presidents at J. Walter Thompson Co. . . . Ralph W. Reese is appointed manager of the International Division of Young & Rubicam, Inc. . . .

ACCOUNTS

The Permanente Metals Corp., for its national advertising campaign of Kaiser Aluminum, to the San Francisco office of Young & Rubicam, Inc. . . . Bowman Gum, Inc., and Liebmann Breweries, Inc., to Foote, Cone & Belding. . . . Benedict Bogeaus Productions to J. Walter Thompson Co. The motion picture department of the agency's Los Angeles office will prepare the campaigns in cooperation with the New York City office.

Gerald H. Hulett, vice-president in charge of sales of Electromaster, Inc., announces appointment of Grant Advertising, Inc., as its advertising and merchandising counsel.

The Melville Shoe Corp. for newspaper advertising of all Thom McAn Shoes, to John A. Cairns & Co., Inc. . . . The new magazine, *Traveltime*, to The Philip Ritter Co., Inc., for its promotion and subscription advertising. Newspapers, magazines, business papers, and radio are planned. . . . Beech Aircraft Co. to Robert Otto & Associates for export advertising. . . . Harry Winston, Inc., owners and cutters of the Jonker, Vargas and Liberator diamonds, and rare jewel dealers, to Cecil & Presbrey, Inc. . . . Frozen Food Products, Inc., to Al Paul Lefton Co., Inc.



RALPH HATCHER, named sales manager of CBS' newly established Co-op Division.

SPECIALIZED SERVICES

Mark Larkin, formerly public relations and publicity director for Duane Jones Co., has opened his own office in New York City to service advertising agencies which have no public relations or publicity facilities of their own. The new firm offers a combined service, packaged to include clients with or without agency supervision. . . . At a recent meeting in Columbus, Ohio, of advertising distributors representing 17 major markets, a new organization was formed known as the National Association of Advertising Distributors.

SALES MANAGEMENT

Courier-Express

Spital Plane Crashes; One Kill

Asks Quick Passage of Teacher Pay Bill

Truckers Demand Strike (N.Y. Linn)

It Could Profit Profoundly (N.Y. Linn)

Public Relations and Public Affairs (N.Y. Linn)

Public Relations and Public Affairs (N.Y. Linn)

Favorite Comics

DICK TRACY JOE PALOOKA
THE GUMPS POPEYE
HENRY ORPHAN ANNIE
TERRY SMILING JACK
THE NEBBS HAROLD TEEN
JIGGS BRENDA STARR
STEVE CANYON SMITTY

(And many others both Daily and Sunday)

*help give
Courier-Express
Advertising its
extraordinary **PULL***

REACH BUFFALO'S BUYING POWER thru the

Buffalo Courier-Express

Buffalo's Only

Morning and Sunday Newspaper

National Representatives:
OSBORN, SCOLARO, MEEKER & CO.,

Reprints of

"How to Increase Sales Through Better Media Selection."

By Arthur Hurd, Director of Media Research for the J. Walter Thompson Company

All three articles in this series are now available bound together in a single 16 page reprint which includes J. Walter Thompson's 17 by 22 inch four-color marketing map of the United States.

For copies write Readers' Service Department, SALES MANAGEMENT, 386 Fourth Avenue, New York 16, N. Y., and enclose 25c for each copy ordered.

New York Subways Advertising Co., Inc. 76
The New York Times 119

Oxford Paper Co. 146

The Philadelphia Evening Bulletin.. 21
Pictorial Review 124
Pittsburgh Post-Gazette 19
The Pittsburgh Press 5
Pittsburgh Sun-Telegraph 78
The Portland Journal 101
Poultry Tribune 149
The Progressive Farmer 77

Reply-O Products Co. 114
Rising Paper Company 111
Rock Island Argus 116
Ross Roy, Inc. 4th Cover

St. Louis Globe-Democrat 13
St. Paul Dispatch—Pioneer Press .. 148
St. Petersburg Florida Times & Independent 111
San Diego Union & Tribune-Sun .. 157
San Francisco Chronicle 86
Saturday Evening Post 138-139
The Seattle Times 137
Shay Agencies 170
Shoe Form Co., Inc. 143
Harry Simmons, Sales Consultant... 171
The Sioux City Journal—Journal-Tribune 22
Sloves Mechanical Binding Co., Inc. 114
Soundscribe Corp. 4
The South Bend Tribune 82
The Speakerette Company 162
Stetcher-Traung Lithograph Corp. 105-106
Successful Farming 85
Swing-O-Ring 28

Thrilling Fiction Group 18
Time 34
The Toledo Blade 154
The Troy Record—Times Record... 73

United States Printing & Lithograph Company 123

Venus Corporation 92
Victor Animatograph Corp. 108

WAAT (Newark) 161
Wallace's Farmer and Iowa Homestead 23
WAPI (Birmingham) 130-131
WBNS (Columbus) 170
WEEI (Boston) 6-7
WHO (Des Moines) 11
The Wichita Eagle 147
Winston-Salem Journal and Sentinel 30
WIOD (Miami) 128
WMBD (Peoria) 30
WMC (Memphis) 52
WOC (Davenport) 168
The Worcester Telegram-Gazette .. 136
WTAR (Norfolk) 80

Young & Rubicam, Inc. 93

ADVERTISING MGR. AVAILABLE

Extensive advertising, sales and marketing background. New Yorker. Successful record in electrical appliances, building materials and clothing fields. Reputation for dynamic, resultful copy, plans and promotions. A self starter. Versatile, personable. College degree. Salary \$5,500. Box 2407, Sales Management, 386 Fourth Ave., New York 16, N. Y.

Need an Outstanding

**WRITER
EDITOR
SPEAKER
PUBLICIST
COUNSELOR** ?

Author of ten books and hundreds of magazine articles, speeches, promotion booklets, bulletins, manuals, catalogs, house organs, advertising and public relations programs. 25 years' executive management experience on wholesale, retail, manufacturing, mail order levels from coast to coast.

COUNSEL-by-mail, or in person, anywhere in USA, on all phases of Modern Distribution. Available on special assignment or retainer basis . . . daily, monthly, yearly.

HARRY SIMMONS

Sales Consultant

Hotel Beacon, 2130 Broadway
(Tel. Trafalgar 7-2500) - New York 23

SALES EXECUTIVE AVAILABLE

I am at the top of my present assignment handling the complete sales of an old established machinery manufacturer. Due to the internal set-up of the organization there is no advancement.

My experience comprises a solid background of 10 years in methods of distribution, organization of territories, marketing, selection of distributors and selling methods for three nationally known leading manufacturers in their respective fields. Each step represented one of progress and advancement.

I now desire a connection either directing selling efforts or actually selling with an aggressive, sound institution whereby through hard, conscientious work my ability to produce can be fully rewarded.

Box 2420, Sales Management, 386 Fourth Ave., New York 16, N. Y.

Building is 1ST

SUPPLY NEWS

NEVER SUCCESSFULLY IMITATED

U.S.A.'s LARGEST REPRODUCTION TO A "T" WE MATCH YOUR ORIGINAL

GENUINE GLOSSY PHOTOS 5 1/2" x 8" x 10" EA.

Unsurpassed in Quality at any Price

NO NEGATIVE CHARGE—NO EXTRAS OF ANY KIND

\$6.73 per 100
\$55.00 per 1000

POST CARDS or 4"x5"s
\$22.00 per 1000 Lots

24 HOUR SERVICE ON REQUEST

MADE IN LABS AND STUDIOS OF INTERNATIONALLY FAMOUS PHOTOGRAPHER, JAMES J. KRIEGSMANN

COPYART Photographers
165 West 46th St.
BRYANT 9-1723 N.Y.

"WE DELIVER WHAT WE ADVERTISE"

COMMENT

UNIONIZED SALESMEN?

Unionization already has a foothold among sales forces. If you feel that further development of it would be inimical to the interests of selling, it's time to do something—besides talk—about it. It will be easier to head off more unionization than to deal with it after it's here. If it spreads, the fault will lie squarely with shortsighted management.

You can start to do something about it by giving some grave consideration to the creed adopted last month (and printed on this page in the March 1 issue) by the National Federation of Sales Executives, which crystallizes what the Federation considers to be the minimum standards which should govern a company's relationship with its salesmen.

Those who develop the creed (and many participated in it) emphasize the fact that this first accepted draft is not to be considered as "cast in concrete." In fact, they hope it will be revised and improved in the future.

This creed, imperfect as it may be, represents great advancement in professional thinking in its field. Many sales leaders have become deeply concerned during the last decade because young people were so cold to selling as a career opportunity. The reason was that the unscrupulous minority of firms, through unethical practices and in some cases out-and-out exploitation of human assets, was giving the whole field an unsavory reputation. To make things worse, the field itself was doing little to "sell" selling as a career.

If for no reason other than the desirability of policing itself to maintain a healthy business climate and to insure adequate manpower for the future, the need for some thought in the direction of development of standards was obvious. Coupled with these problems, however, came the movement toward unionization of salesmen. And this is an issue which, it seems to SM's editors, now needs to be looked squarely in the face.

What we have to say here is not to be construed as an argument against all unionism. But we do seriously question whether unionism and selling, especially at the manufacturer's level, ever can be made to mix, either to the profit of management, or the moral satisfaction and profit of the type of man who is qualified by ability and temperament to make selling his life work.

To us, it seems that the character of creative salesmanship and the character of unionism are to a substantial degree incompatible. Salesmanship puts a premium on resourcefulness, planning, energy. Salesmanship thrives on the principle that the world is an ambitious man's oyster, that extra effort can develop latent ability which can pay off in progressively bigger earnings.

Unionism has nothing to sell to salesmen who are operating in a sellers' market. But those days are about over. With the coming of a buyers' market, we can expect to see heavy campaigning by union organizers among sales groups.

If you believe that unionism among salesmen in your industry would handicap healthy sales growth, the time to

think about it is now. That's where the creed comes in. If we are to head off more extensive unionization of sales forces, the companies whose manpower policies are above reproach will have to do something in the direction of selling the desirability of reform to the recalcitrant, short-sighted minority, because it's the minority that will give the unions their base for attack.

The companies employing salesmen in the lowest earnings brackets are likely to be a union's first target. Beyond the problem of earnings, perhaps the greatest point of vulnerability is a company policy in which no equitable and prompt system is set up for handling and adjusting grievances. It seems strange that so many firms do not have a plan for "grievance drainage," the first and most obvious step in the direction of achieving improved management-employee relations. Ignored grievances are never forgotten. They simply fester into salesman-discontent, sharp practices and disloyalty, and thereby fertilize the ground for unionization.

Equally as vulnerable is a company policy which has done nothing to recognize the great hunger on the part of salesmen for security—security in their jobs, and in their old age. We should see widespread adoption of insurance, pension and retirement plans, stemming not from a belief that they are philanthropies to be indulged in by companies that feel they can "afford" them, but because there is no substitute for high morale in a sales group.

The creed of the N.F.S.E. has been framed with the objective of defining the standards that will stimulate morale and nurture healthy industrial relations. Where such a condition exists in any company, unions will find little ammunition.

We say, therefore, study the creed. Match your own policies against it. Have the courage to admit your weaknesses. Place them before top management tabbed "Urgent." See that one capable top executive is given full responsibility for corrective measures and has the full authority to implement them.

And never forget for a moment that any field which is besieged and taken by unionism has asked for it.

MEMO FROM A TRAVELING EDITOR

One of SM's editors last month attended a sales conference at the home office of a large industrial firm. Salesmen were specifically asked to express "gripes." After a tour of the plant, many of them complained about sloppy plant housekeeping. Production executives who heard the comments asked to appear before the group the following day. There they explained some "why's," listened to more suggestions from the men, said they'd accept certain ones. Result: better feelings, better teamwork. Our man reported, "It was an interesting half hour."

He comments: "Salesmen are so proud of their company they want perfection all around, and put burrs under tails to get it. The production chiefs were willing to listen, and to take the salesmen seriously. It's a good company that lets its various departments criticize and drive each other. More companies should do it."

SALES MANAGEMENT